Catalog
2006

Seize Your Opportunities

Acquisition Education, Training & Experience/ Acquisition Tuition Assistance Program (AETE/ATAP)

UNITED STATES ARMY
USA ASC
ACQUISITION SUPPORT CENTER

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Introduction to the 2006 AETE/ATAP Catalog

Preface

The U.S. Army Acquisition Support Center's (USAASC) vision continues to be as relevant today as it was at its inception more than ten years ago. It is a cost-benefit equation. A well-educated, well-trained Acquisition, Logistics and Technology (AL&T) Workforce is crucial to supporting the Army's current transformation, as well as to sustaining and improving current weapons systems critical in the support of our Soldiers.

In keeping with this philosophy, the recurring goal remains – to provide the best possible support to our Soldiers. To ensure this goal is met, we must provide the AL&T Workforce with the best educational and career development opportunities possible. Budget constraints and other reduced resources present extraordinary challenges. Working together, we must ensure the AL&T Workforce is properly trained and educated to meet the needs of our Joint forces and comply with mandates of statute. Additionally, we must continue to search for the most cost-effective means to meet our mission and garner avenues to transform, utilizing best business practices, while achieving a high-level of continuous, measurable improvement.

Solid leadership skills are a prerequisite to success in today's ever-changing business setting. To guarantee future leaders acquire a broad knowledge base, there must be a balance between a quality education, leadership training and career broadening opportunities that will enhance the technical and functional competency and leadership skills obtained through a specific career program. The Acquisition Career Development Plan (ACDP) provides the framework to assist AL&T Workforce members with career progression and provides the tools necessary to achieve success at all levels. The Acquisition Education, Training and Experience/Acquisition Tuition Assistance Program (AETE/ATAP) Catalog outlines those opportunities that will assist AL&T Workforce members in attaining career progression in accordance with the ACDP.

The Army continues to be fully committed to the functional and leadership development of the AL&T Workforce; however, you are the best manager and advocate for your own career. I encourage you to strive to be competitive and to advance your own career through appropriate training and other opportunities outlined in the AETE/ATAP Catalog.

Craig A. Spisak
Director
U.S. Army Acquisition Support Center

About This Catalog

The Army's Director of Acquisition Career Management (DACM) has always placed strong emphasis on the need for continuous career development and a balance of quality education, career broadening experiences and leadership training. In addition, the Under Secretary of Defense's (Acquisition, Technology and Logistics) Policy on Continuous Learning (posted at http://USAASC.army.mil/docs/policy/army_cl_proc.doc) directs that civilian and military acquisition professionals participate in learning activities that augment required minimum education, training and experience standards established for certification purposes for Acquisition Career Fields (ACFs).

USAASC has developed the ACDP as a career-planning framework for the AL&T Workforce. The ACDP provides the information and tools necessary to assist AL&T Workforce members in developing the progression of individual careers.
The Acquisition Record Briefs (e.g., the Acquisition Career Record Brief (ACRB) for civilians and military members of the Army National Guard (ARNG) or the Officer Record Brief (ORB)) are the tools that provide 1-page snapshots of completed training, education, job experience, awards, acquisition status and current position information. The Individual Development Plan (IDP), by contrast, is a 5-year plan that outlines those future opportunities required to meet career goals.

With the assistance of your first line supervisor, you can ensure that achievements outlined in the ACRB and those opportunities addressed in the IDP support the methodology outlined in the ACDP and work to achieve an appropriate balance of training, education and experience.

Acquisition Career Managers (ACMs) are available for career guidance, support and assistance for all AL&T Workforce members, to include Competitive Development Group-Army Acquisition Fellowship (CDG-AAF) and Army Acquisition Corps (AAC) members. ACMs are located regionally. Military Acquisition Corps members should contact the Human Resources Command, Acquisition Management Branch for assistance (https://www.hrc.army.mil/site/Active/opfam51/ambmain.htm). Information on Regional Customer Support Offices and the ACMs can be found at http://USAASC.army.mil/contact/acms.cfm.

The AETE/ATAP Catalog outlines many of the opportunities available to meet the standards established by the policy. The catalog is divided into three major categories:

1. The Educational/Academic category includes degree-producing programs at institutions of higher education.
2. The Training category includes the subcategories of Functional/Technical

Training and Leadership Training.

3. The Experiential and Developmental category provides AL&T Workforce members with career-broadening opportunities through developmental assignments and operational experience. This category also addresses the CDG-AAF Program.

The AETE/ATAP Catalog is intended to provide basic information on available opportunities and the process by which to apply. For additional information and specific dates, Web addresses and hyperlinks are provided. Also, the electronic version of the AETE/ATAP Catalog (http://USAASC.army.mil/pubs/aete) will continue to be the source for the most current dates as they become available.

All AL&T Workforce members are encouraged to provide feedback to Herman Gaines, Jr., ((703) 805-1252, DSN 655-1252 or e-mail: herman.gainesjr@us.army.mil) or Gloria King ((703)805-1251, DSN 655-1251 or e-mail: gloria.king@us.army.mil) regarding this catalog. The USAASC staff looks forward to developing new opportunities to broaden and enhance your acquisition careers.

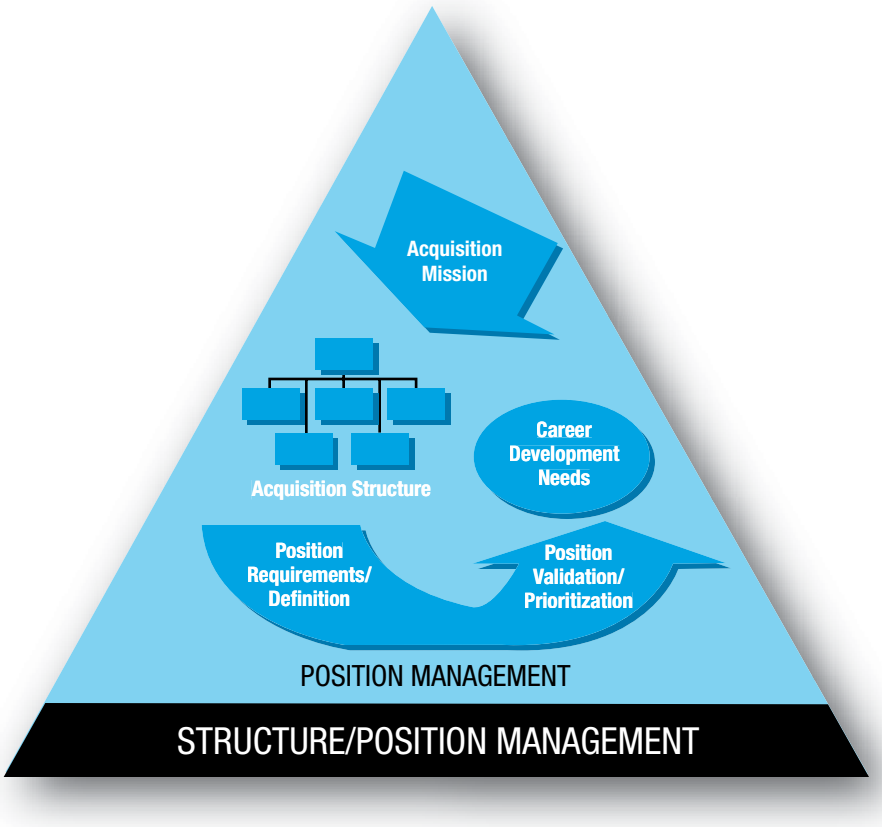
Planning for Career Development

USAASC's ACDP is a tool designed to provide AL&T Workforce members the method and means to track the skills, knowledge and characteristics they need to be competitive for senior acquisition positions. Its framework was developed to help AL&T Workforce members create their own career progression maps to guide them from a level of functional expertise to a level of strategic leadership. It provides AL&T Workforce members with the information and tools necessary to achieve success at all levels. The ACDP uses four integrated career processes to help AL&T Workforce members identify and define their career goals and successfully develop and implement a plan to achieve them.

Four Integrated Career Processes

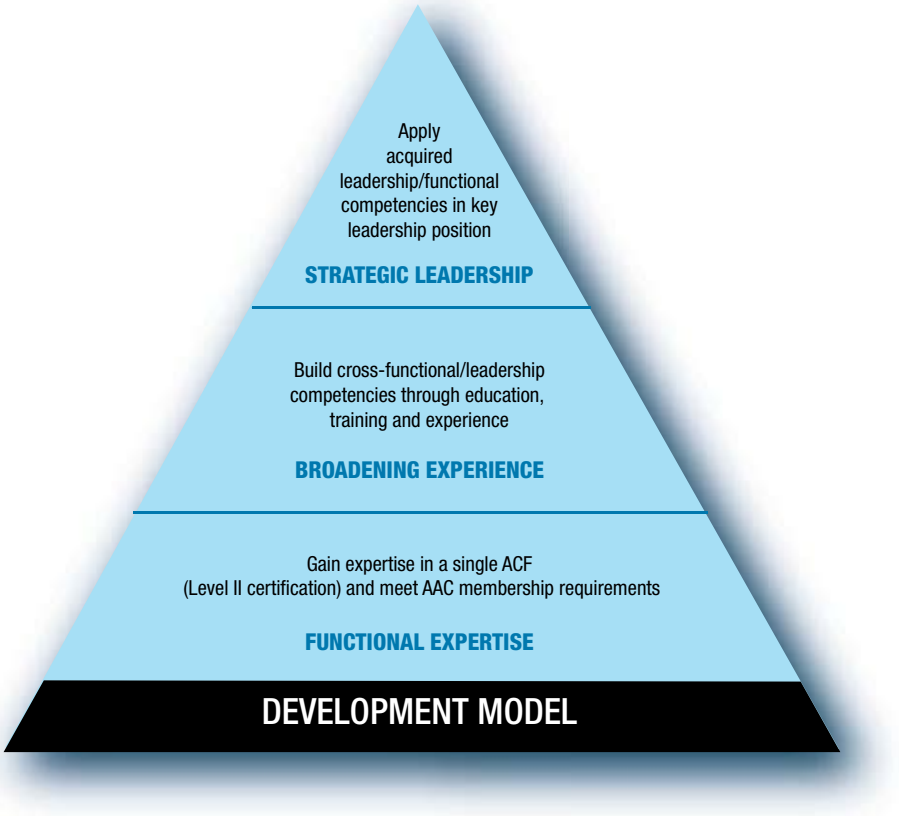
Structure/Position Management

This process will ensure that every acquisition position/billet be identified as acquisition Office of the Secretary of Defense (OSD) implementation guidance for AL&T Workforce positions. This process will ensure that position requirements within the acquisition community are designed to meet the overall acquisition mission while simultaneously meeting the career development needs of the individual.



Development Model

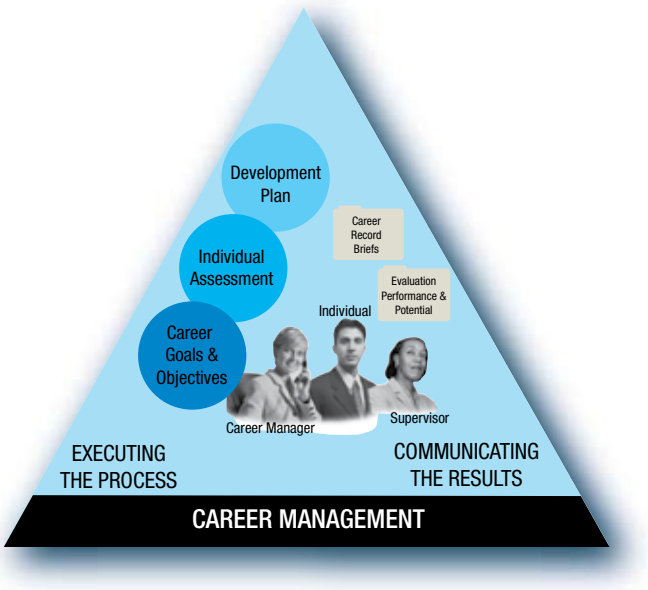
The basic acquisition career path is depicted as three progressive developmental steps that facilitate increased career advancement. These areas are Functional Expertise, Broadening Experience and Strategic Leadership. To advance from one level to the next, the individual is required to meet set requirements and/or to create an IDP that will build the necessary leadership and management competencies in preparation for the next level.



Career Management Process

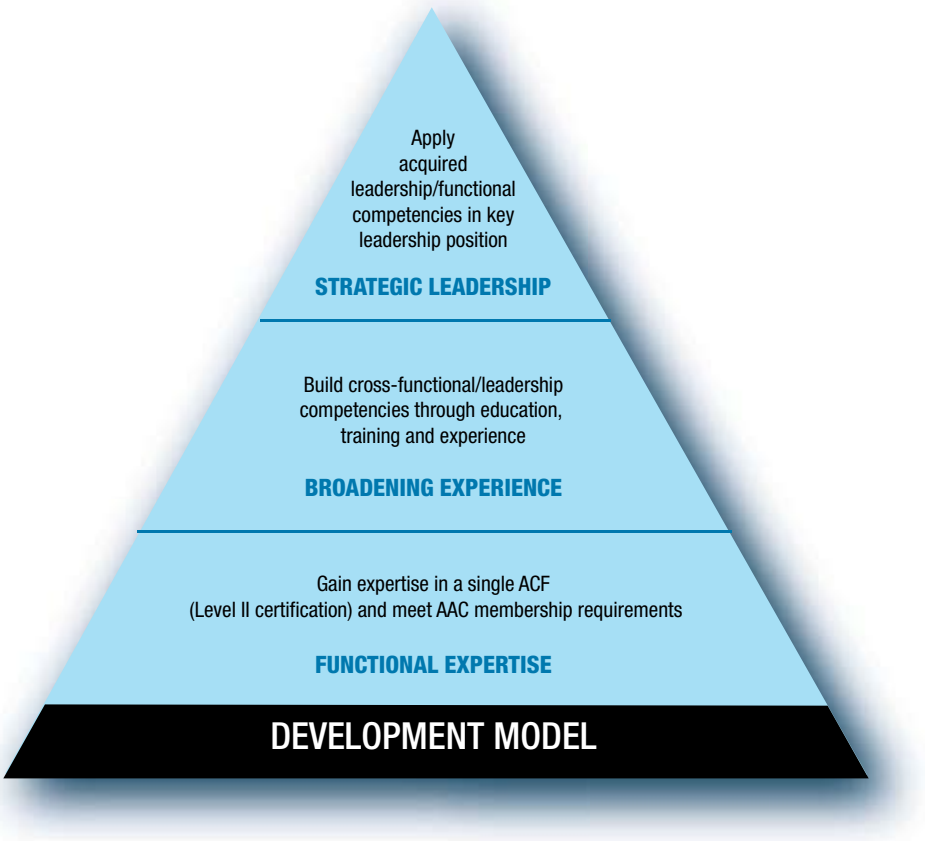
The IDP is a 5-year plan agreed to by you and your supervisor to achieve career goals and objectives through education, training and experiential opportunities. Preparation and maintenance of the IDP is a joint venture between you and your supervisor with advice and assistance from the ACM. The IDP is a critical document for identifying and tracking your career objectives. When preparing the IDP, the AAC's philosophy of maintaining a balance of education, training and experience should be used as a guide. An approved IDP must be obtained and provided before applying for any course or program offered by the Defense Acquisition University (DAU) or any course offered in the AETE/ATAP Catalog. The IDP should include how the newly obtained knowledge will be utilized and should also outline the new assignment or duties that will be assumed upon completion of the educational, training or experiential opportunity. The IDP may be found at https://rda.altess.army.mil/cappmis.

The Senior Rater Potential Evaluation (SRPE) and the Senior Rater Profile Report (SRPR) complement the civilian AL&T Workforce member's annual performance appraisal and is used to rate leadership potential. This area is not to be taken lightly as it provides an overview of where the rater thinks strong abilities are and where the ratee has the potential to serve. The senior rater comments are of high importance in board selection. This area also indicates further training, education and experience opportunities that might be required for ratees to achieve success in their careers. The SRPE is required for all workforce members in the grade of GS-13 and above or the equivalent payband and is used extensively for acquisition selection boards. As the SRPE progresses from a pilot program to a requirement for all AL&T Workforce personnel in the near future, it will be automated and available online. Instructions for the SRPE can be found under Policy/Procedures at http://USAASC.army.mil/info/policies/.



Competency Model

To ensure the acquisition community communicates in a consistent manner across all Army ACFs and organizations, a competency model is now available. This process provides a defined common language. The common language is composed of 27 Leadership Competencies developed by the Office of Personnel Management (OPM). Using the ACDP, you can assess and document your current education, training and experience in terms of achieved competencies. You can also identify your strengths and weaknesses and determine where improvement is needed for career progression. The management of acquisition positions, personnel and files will be based on these competencies (competencies will be utilized in position descriptions, performance appraisals, evaluations, individual development plans and assessments). The ACDP uses the contribution-based compensation and appraisal system (CCAS) and other methods that apply the common language to leverage centrally managed acquisition personnel files to assist workforce members in achieving career goals.



Leadership Competencies

Functional Expertise

Technical Credibility:
Understands and appropriately applies procedures, requirements, regulations and policies related to specialized expertise; is able to make sound hiring and capital resource decisions and address training and development needs; and understands linkage between administrative competencies and mission needs.

Flexibility:
Is open to change and new information; adapts behavior and work methods in response to new information; changing conditions or unexpected obstacles; and adjust rapidly to new situations warranting attention and resolution.

Decisiveness:
Exercises good judgment by making sound and well-informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data is limited or solutions produce unpleasant consequences; and is proactive and achievement oriented.

Customer Service:
Balances interests of a variety of clients; readily readjusts priorities to respond to pressing and changing client demands; anticipates and meets client needs; achieves quality end products; and is committed to continuous improvement of services.

Problem Solving:
Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; and provides solutions to individual and organizational problems.

Oral Communication:
Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; and facilitates an open exchange of ideas and fosters an atmosphere of open communication.

Accountability:
Assures that effective controls are developed and maintained to ensure the integrity of the organization; holds self and others accountable for rules and responsibilities; can be relied on to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget; monitors and evaluates plans; and focuses on results and measuring attainment of outcomes.

Written Communication:
Expresses facts and ideas in writing in a clear, convincing and organized manner.

Continual Learning:
Grasps the essence of new information; masters new technical and business knowledge; recognizes own strengths and weaknesses; pursues self-development; and seeks feedback from others and opportunities to master new knowledge.

Interpersonal Skills:
Considers and responds appropriately to the needs, feelings and capabilities of different people in different situations; and is tactful, compassionate and sensitive and treats others with respect.

Resilience:
Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity; recovers quickly from setbacks; and effectively balances personal life and work.

Integrity/Honesty:
Instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others; and demonstrates a sense of corporate responsibility and commitment to public service.

Influencing/Negotiating:
Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; and facilitates "win-win" situations.

Broadening Experience

Creativity and Innovation:
Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; and designs and implements new or cutting-edge programs/processes.

Service Motivation:
Creates and sustains an organizational culture that encourages others to provide the quality of service essential to high performance; enables others to acquire the tools and support they need to perform well; shows a commitment to public service; and influences others toward a spirit of service and meaningful contributions to mission accomplishment.

Conflict Management:
Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations; and manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.

Cultural Awareness:
Initiates and manages cultural change within the organization to impact organizational effectiveness; values cultural diversity and other individual differences in the workforce; and ensures that the organization builds on these differences and that employees are treated in a fair and equitable manner.

Team Building:
Inspires, motivates and guides others toward goal accomplishments; consistently develops and sustains cooperative working relationships; encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride and trust; and develops leadership in others through coaching, mentoring, rewarding and guiding employees.

Entrepreneurship:
Identifies opportunities to develop and market new products and services within or outside of the organization; is willing to take risks; and initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.

Financial Management:
Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels.

Technology Management:
Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness; develops strategies using new technology to enhance decision making; and understands the impact of technological changes on the organization.

Partnering:
Develops networks and builds alliances; engages in cross-functional activities; collaborates across boundaries and finds common ground with a widening range of stakeholders; utilizes contacts to build and strengthen internal support bases.

Political Savvy:
Identifies the internal and external politics that impact the work of the organization; approaches each problem situation with a clear perception of organizational and political reality; and recognizes the impact of alternative courses of action.

Strategic Leadership

Vision:
Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others; and influences others to translate vision into action.

Strategic Thinking:
Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy; examines policy issues and strategic planning with a long-term perspective; determines objectives and sets priorities; and anticipates potential threats or opportunities.

Human Resources Management:
Assesses current and future staffing needs based on organizational goals and budget realities; using merit principles, ensures staff are appropriately selected, developed, utilized, appraised and rewarded; and takes corrective action.

External Awareness:
Identifies and keeps up-to-date on key national and international policies and economic political and social trends that affect the organization; understands near-term and long-range plans; and determines how best to be positioned to achieve a competitive business advantage in a global economy.

When considering the opportunities identified in this catalog, it is essential that the acquisition professional achieve an appropriate balance of emphasis among training, education and experience. Planning for maximum utilization of these activities following each event is critical and will enhance the employee's value to the USAASC and the soldier he/she supports. **Meet the challenge.**

As stated in the *Defense Acquisition Workforce Improvement Act* (*DAWIA*).

Educational Opportunities

Education is a critical element in the career progression of the AL&T Workforce member. This section lists several career development opportunities that will enable AL&T Workforce members to complete a bachelor's or master's degree or to obtain the 12 or 24 semester hours in business disciplines required for membership in the AAC. For all available education opportunities in this catalog, AL&T Workforce members must pursue disciplines that underpin the acquisition functions as described in the *Department of Defense Instruction* (*DODI*) 5000.66 Acquisition Career Development Program. Additional information on AETE policy and procedures can be found at http://USAASC.army.mil/docs/policy/AETEpolicy.pdf.

Civilians must apply to the AETE Board to be considered for the Senior Service College (SSC) Fellowship Program at the University of Texas (UT). The Industrial College of the Armed Forces (ICAF), the Army War College and the National War College are also available as SSC options for civilians. Civilian applications for these opportunities are reviewed by a selection board convened by the Assistant Secretary of the Army's Manpower and Reserve Affairs (ASA M&RA). A Department of the Army board automatically considers military officers for SSC based on their individual year group.

The AETE Board will review and approve civilian applications for Naval Post Graduate School and School of Choice. Military officers pursuing full-time Advanced Civil Schooling (ACS) programs are governed by *AR 621-1, Training of Military Personnel at Civilian Institutions*. Application and selection procedures for AAC officers are available at: https://www.hrc.army.mil/site/active/index2.asp.

Applications for the AETE/ATAP may be submitted via the Acquisition Automated Professional Development System (AAPDS). Military personnel must contact the Army Continuing Education System (ACES) office at their local installation for tuition assistance.

Senior Service College

The SSC Program offers a unique opportunity for members of the AAC, military and civilians to gain advanced leadership training and experience specifically designed for senior leadership positions. The following institutions comprise the SSC Program for AAC professionals:

ICAF was designated by the Under Secretary of Defense (Acquisition, Logistics and Technology) to present the Senior Acquisition Course as part of the DAU. At completion, the student acquires Senior Executive Service core competencies as outlined by OPM. The AAC is allocated seven acquisition seats annually for this program. Selection is competitive through a Department of the Army board process.

The Senior Service Fellowship College Program (SSFCP) at UT, offers two types of fellowship opportunities: a resident program and a distance-learning program. Both programs are in affiliation with the U.S. Army War College (USAWC). These are structured programs with a trilateral focus on the relationships between national security policy and process, emerging critical technologies and the industrial base. Two acquisition seats are set aside for each of the UT fellowship opportunities. Selection is competitive through the AETE selection process.

Senior Acquisition Course (ACQ 401)

Industrial College of the Armed Forces (ICAF)

Students are offered a wide choice of research and elective opportunities, as well as a common core curriculum and two mandatory advanced studies in acquisition policy courses. Separate attention is given to acquisition course work while retaining the benefits of intermingling with students from the operational and other functional communities. At completion, the student acquires SES core competencies as outlined by OPM.

SPECIAL REQUIREMENTS/ PREREQUISITES:

- Must have or be able to attain a TOP SECRET clearance with a Special Background Investigation (SBI) that will not expire during the academic year.
- Must be identified by the organization as being on track for executive-level service.
- Must develop a Post Utilization Plan as outlined in the application instructions of the Army Civilian Training Education and Development System (ACTEDS) Training Catalog.
- Must be certified at Level III in a primary ACF and should be certified at Level III in an additional ACF.
- Must possess an undergraduate degree.
- Should possess a graduate degree in an acquisition-related field listed in *DOD*I 5000.66, Acquisition Career Development Program.
- Additional consideration will be given to AAC members who are Advanced Program Management Course (APMC) (or equivalent success or course) graduates.

WHO MAY APPLY: Civilian members of the AAC, grades GS-14/15 or equivalent payband, who currently occupy a Critical Acquisition Position (CAP) and meet the minimum certification requirements of that position. For military officers, this is a board process.

LENGTH: 10 months

LOCATION: Fort McNair, Washington, D.C.

CLPs: 10 per quarter hour/10 per semester hour, plus 30 in year degree is awarded.

HOW TO APPLY: Application packets must be submitted in accordance with Army Civilian Personnel Policy. Please refer to the following Web sites for more information: http://cpol.army.mil/library/train/catalog/ch02icaf.html. AAC requirements for ICAF are detailed in this catalog.

PROGRAM DATES: August to June

Senior Service College Fellowship Program (SSCFP)

University of Texas

The SSCFP at the Center for Acquisition Studies, University of Texas at Austin, is designed to prepare selected AAC components (Active Army, Army Reserve, Army National Guard and AAC civilians) for high-level staff and leadership positions throughout the AAC community.

Fellows pursue a resident program in affiliation with the *U.S. Army War College*. This is a structured program with a trilateral academic focus on the relationships between national security policy and process, emerging critical technologies and the industrial base. Each course module is enhanced through a series of distinguished speakers. Additionally, the industrial module includes linkage to Austin-based corporations such as IBM, Dell Computer and Marconi Aerospace. Fellows complete a research project or a written paper as part of the program.

SPECIAL REQUIREMENTS/ PREREQUISITES:

- Must have or be able to attain a TOP SECRET clearance with a Special SBI that will not expire during the academic year.
- Must be identified by the organization as being on track for executive-level service.
- Must develop a Post Utilization Plan as outlined in the application instructions of the ACTEDS Training Catalog.
- Must be certified at Level III in a primary ACF and should be certified at Level III in an additional ACF.
- Should possess a graduate degree in an acquisition-related field listed in DODI 5000.66, ACDP.
- Additional consideration will be given to AAC members who are APMC graduates.

WHO MAY APPLY: Civilian members of the AAC, grades GS-14/15 or equivalent payband, who currently occupy a CAP and meet the certification requirements of that position. For military officers, this is a board process.

LENGTH: 10 months

LOCATION: Austin, Texas, for resident course; home station for distance learning course.

CLPs: 10 per quarter hour/10 per semester hour, plus 30 in year degree is awarded.

HOW TO APPLY: Go to http://USAASC.army.mil/programs/aete/default.cfm for AETE/ATAP policy, procedures announcement and application information. The AETE/ATAP application process is now automated. Please apply at https://apps.altess.army.mil/aapds. If additional information is required, contact the ACM who supports your region. Contact information pertaining to your ACM may be obtained at http://USAASC.army.mil/contact/acms.cfm.

FOR MORE INFORMATION: Go to http://www.utexas.edu/research/cpdt

PROGRAM DATES: August to June

Naval Postgraduate School

The Naval Postgraduate School (NPS), located in Monterey, California, is an academic institution whose emphasis is on study and research programs relevant to the Navy's interests as well as the interests of other Department of Defense (DoD) Component Services. The student body of more than 1,500 students consists of military officers from the five U.S. uniformed services, officers from approximately 30 other countries and civilian employees. The NPS offers classes leading to advanced degrees, including terminal degrees, in a variety of fields. Civilian members of the AL&T Workforce may apply for the four programs listed below.

Acquisition and Contract Management (815): Leading to a Master of Science degree in Management, this 18-month resident program provides an understanding of the theory and management of field contracting, systems acquisition and contracting administration processes. Major acquisition themes covered in the program are Contract Pricing, Pricing and Negotiations, Contract Law, Contract Administration, Acquisition Management and Major Systems Contracting; and Acquisition Policy. Completion of this program leads to Level III certification in Contracting.

Systems Acquisition Management (816): Leading to a Master of Science degree in Management, this 18-month resident program provides an understanding of the theory and management of Systems Acquisition Management. Major acquisition themes covered in the curricula are Commercial Products; Teamwork and Empowerment; Tailoring and Best Practices; and *DAWIA* certification. Completion of this program leads to Level III certification in Program Management and Test and Evaluation; Level II certification in Systems Planning, Research, Development and Engineering-Systems Engineering; and Production, Quality and Manufacturing and Software Acquisition; and Level I certification in Contracting.

Master of Science in Contract Management (MSCM-835): The MSCM-835 is a regional distance learning program. Sponsored by the AAC and conducted by NPS, MSCM is a 27-month, 9-quarter distance learning program held on station at specific locations, via video teleconferencing. The first week students travel to Monterey to attend an orientation. The MSCM program degree satisfies DAU mandatory training requirements for Level III certification in Contracting. Completion of MSCM-835 meets the *DAWIA* requirements for 24 hours of business subjects and for 40 hours of continuous learning.

Master of Science in Program Management (MSPM-836): The MSPM-836 is a regional distance learning program. Sponsored by the AAC and conducted by NPS, MSPM is a 24-month, 8-quarter distance learning program held on station at specific locations, via video teleconferencing. The first week students travel to Monterey to attend an orientation. The MSPM program degree provides

equivalency for PMT 352 and Software Acquisition Management courses. It also satisfies DAU mandatory training requirements for Level III certification in Acquisition, Logistics and Program Management, and Level II certification in Product Quality Manufacturing; Systems Planning, Research, Development and Engineering–Systems Engineering; and Test and Evaluation. Completion of MSPM-835 satisfies the *DAWIA* requirements for 24 or 12 semester hours in business.

More information and preliminary activities for the distance learning courses may be coordinated through your regional ACM. For more information visit http://USAASC.army.mil/contact/acms.cfm.

Acquisition and Contract Management (815)

Naval Postgraduate School

Master of Science in Management: The Acquisition and Contract Management Curriculum is an interdisciplinary program that integrates mathematics, accounting, economics, finance, behavioral science, management theory, operations/systems analysis and specific courses in acquisition and contracting. This curriculum is designed to provide officers and civilians with the skills to serve effectively in hardware systems buying for military offices, field-contracting offices, contract administration offices and contracting policy offices. Completion of this curriculum for Army students leads to the Master of Science degree in Management and provides equivalency for DAU mandatory training courses for Level III certification in the Contracting career field.

SPECIAL REQUIREMENTS/ PREREQUISITES:

- A bachelor's degree with above average grades is required.
- Completion of at least two semesters of college algebra or trigonometry is considered to be the minimum mathematical preparation, however, visit http://www.nps.navy.mil for more complete prerequisite and program information.
- A written request must be submitted to the school at least 3 months prior to the program start date.
- A letter of acceptance from the school is required prior to application to the AETE Board.

WHO MAY APPLY: Civilian members of the AL&T Workforce who are certified to at least Level II in their primary acquisition career field and currently assigned to an acquisition position.

LENGTH: 18 months, full-time

LOCATION: Monterey, California

CLPs: 9 per quarter hour/10 per semester hour, plus 30 in year degree is awarded.

HOW TO APPLY: Go to http://USAASC.army.mil/programs/aete/default.cfm for AETE/ATAP policy, procedures announcement and application information. The AETE/ATAP application process is now automated. Please apply at https://apps.altess.army.mil/aapds. If additional information is required, contact the ACM who supports your region. Contact information pertaining to your ACM may be obtained at http://USAASC.army.mil/contact/acms.cfm.

FOR MORE INFORMATION: Go to http://www.nps.navy.mil.

PROGRAM DATES: For the most current dates, please go to the above referenced Web site.

Systems Acquisition Management (816)

Naval Postgraduate School

Master of Science in Management: The Systems Acquisition Management curriculum is an interdisciplinary program that integrates business principles, management theory, operations/systems analysis and engineering applications. It is uniquely tailored to Defense Acquisition Management with intensive exposure to the fundamental principles of the acquisition environment. The courses in this curriculum present the structure of acquisition management, the decisions and problems facing the Defense Acquisition Manager, the various forces at work within industry and government and the impact of acquisition policies and strategies. Completion of this curriculum for Army students leads to the MS degree in Management and also satisfies the Department of the Army training requirements for the advanced Program Management Course (PMT-352).

SPECIAL REQUIREMENTS/ PREREQUISITES:

- A bachelor's degree with above average grades is required.
- Completion of at least two semesters of college algebra or trigonometry is considered to be the minimum mathematical preparation, however, visit http://www.nps.navy.mil for more complete prerequisite information.
- A written request must be submitted to the NPS at least three months prior to the program start date.
- A letter of acceptance from NPS is required prior to application to the AETE Board.
- Must develop a Post Utilization Plan as outlined in the application instructions of the ACTEDS Training Catalog.

WHO MAY APPLY: Civilian members of the AL&T Workforce who are certified to at least Level II in their primary acquisition career field and currently assigned to an acquisition position.

LENGTH: 18 months, full-time

LOCATION: Monterey, California

CLPs: 10 per quarter hour/10 per semester hour, plus 30 in year degree is awarded.

HOW TO APPLY: Go to http://USAASC.army.mil/programs/aete/default.cfm for AETE/ATAP policy, procedures announcement and application information. The AETE/ATAP application process is now automated. Please apply at https://apps.altess.army.mil/aapds. If additional information is required, contact the ACM who supports your region. Contact information pertaining to your ACM may be obtained at http://USAASC.army.mil/contact/acms.cfm.

FOR MORE INFORMATION: Go to http://www.nps.navy.mil.

PROGRAM DATES: For the most current dates, please go to the above referenced Web site.

Contract Management (835)

Naval Postgraduate School

Master of Science in Contract Management: The Contract Management curriculum is designed to provide an advanced education in the concepts, methodologies and analytical techniques necessary for successful management of acquisition and contracting within complex organizations. The curriculum focuses on problem-solving and decision-making within the acquisition environment utilizing case studies, teaming exercises, hands-on applications, active participation and other similar activities. Lecture and laboratory tasks require the application of critical thinking to problem solving within actual situations. The system is designed to provide students with the knowledge, skills and abilities to manage and lead effectively in systems buying offices, field contracting offices, contract administration offices and contracting policy offices.

SPECIAL REQUIREMENTS/ PREREQUISITES:

- A bachelor's degree with a cumulative grade point average (GPA) of 2.20 or higher.
- Certification at Level II or higher in the contracting career field.
- Visit http://www.nps.navy.mil/dl/dl_degree_programs.html to view current program prerequisites and requirements.
- Naval Postgraduate School Letter of Admission.

WHO MAY APPLY: Civilian members of the AL&T Workforce who are certified to at least Level II in their primary acquisition career field and currently assigned to an acquisition position.

LENGTH: 27 months

LOCATION: Multiple locations

CLPs: 10 per quarter hour/10 per semester hour, plus 30 in year degree is awarded.

HOW TO APPLY: Go to http://USAASC.army.mil/programs/aete/default.cfm for AETE/ATAP policy, procedures announcement and application information. The AETE/ATAP application process is now automated.
Please apply at https://apps.altess.army.mil/aapds.

FOR MORE INFORMATION: Contact your ACM. A listing of ACMs may be found at: http://USAASC.army.mil/contact/acms.cfm.

PROGRAM DATES: Minimum of 15 students required to stand up course.

Program Management (836)

Naval Postgraduate School

Master of Science in Program Management: The Program Management curriculum focuses on management skills in an acquisition environment. Courses include Economics for Defense Managers; Public Policy and Budgeting; Strategic Management; Advanced Program Management; Test and Evaluation Management; Quality Assurance and Reliability; Managing from a Systems Perspective; Contracts Management and Administration; Systems Engineering for Acquisition Managers; Strategic Acquisition and Program Management; Acquisition of Embedded Weapon Systems Software; Principles of Acquisition Production & Quality Management; Strategic Planning and Policy for the Logistics Manager; Strategic Management; Program Management Policy and Control; and Financial Management for Acquisition Managers. Completion of this curriculum satisfies training requirements for Level III certification in the Program Management and Acquisition Logistics career fields; Level II certification in the Production, Quality and Manufacturing; Systems Planning Research Development and Engineering and Test and Evaluation Career Fields. Satisfies *DAWIA* statutory requirements for the 24 or 12 semester hours of business disciplines, as applicable. Transfer credit is allowed up to 12 quarter hours (8 semester hours) of graduate courses in order to satisfy certain NPS courses.

SPECIAL REQUIREMENTS/ PREREQUISITES:

- A bachelor's degree with a cumulative GPA of 2.20 or higher.
- Visit http://www.nps.navy.mil/dl/dl_degree_programs.html to view current program prerequisites and requirements.
- Letter of acceptance from NPS required prior to application to the AETE Board.

WHO MAY APPLY: Civilian members of the AL&T Workforce who are certified to at least Level II in their primary acquisition career field and currently assigned to an acquisition position.

LENGTH: 24 months

LOCATION: Multiple locations

CLPs: 10 per quarter hour/10 per semester hour, plus 30 in year degree is awarded.

HOW TO APPLY: Go to http://USAASC.army.mil/programs/aete/default.cfm for AETE/ATAP policy, procedures announcement and application information. The AETE/ATAP application process is now automated. Please apply at https://apps.altess.army.mil/aapds.

FOR MORE INFORMATION: Contact your ACM. A listing of ACMs may be found at: http://USAASC.army.mil/contact/acms.cfm.

PROGRAM DATES: Minimum of 15 students required to stand up course.

American Graduate University

American Graduate University (AGU) provides professional development courses and fully structured master's degree programs in the areas of acquisition and contract management, project/program management and general business management. Courses may be taken in AGU's self-paced distance education format, in a dynamic classroom environment at locations throughout the United States, or on-site. It is not necessary to be enrolled in a degree program to register for an individual course. AGU offers two advanced degree programs:

Master of Acquisition Management (M.A.M.): This program provides the student with an intensive knowledge of acquisition, contracting and procurement processes and how these practices and techniques interrelate with standard business management processes of finance, law, operations, marketing and technical management. Courses are offered in Federal Government Contracting, Subcontract Management, Government Contract Law, Business Development and Proposal Preparation, Pricing and Negotiation, Contract Management and Administration, Program Management, Managing Projects, and Negotiation Principles and Practices as well as General Management subjects. Each course is 3 credits; 36 credits are required.

Master of Project Management (M.P.M.): A student enrolled in this program acquires the ability to plan, integrate and implement organizational, business and technical management systems with human and leadership skills to successfully manage complex projects and programs. Courses are offered in Program Management, Project Management, Technical Project Management, Building and Leading Project Teams, Contracting and Procurement, Project Scope, Cost and Schedule Management, Earned Value Management Systems, Risk Analysis and Management, Project Scheduling Techniques, Project Quality Management, and Negotiation for Project Managers as well as General Management subjects. Each course is 3 credits; 36 credits are required.

Project Management Institute Professional Development Units (PDUs):
AGU's project and program management courses are designed to achieve the performance outcomes identified by the Project Management Institute's Project Managers Body of Knowledge (PMBOK). AGU students receive PDUs for successful completion of project management related courses. AGU is a Registered Education Provider of the Project Management Institute.
Advance Standing: DoD personnel who have earned Level I, II or III certifications in one of DoD's AL&T Workforce career fields may apply selected DAU course credits toward AGU's graduate degrees.

Accreditation: AGU is approved by the California Bureau for Private Postsecondary and Vocational Education. AGU is accredited by the Accrediting Commission of the Distance Education and Training Council (DETC). The Accrediting Commission of DETC is recognized by the U.S. Department of Education as a national accrediting agency and is a member of the Council for Higher Education Accreditation.

SPECIAL REQUIREMENTS/ PREREQUISITES:

- A bachelor's degree from a recognized educational institution.
- Recipients of each degree must have a minimum of 3-years experience in business activity directly or indirectly related to the area of general management, acquisitions and contracting, or project management. Persons without the required experience may complete the necessary coursework; however, the award of the degree will be withheld until the experience requirements are met.
- Candidates for the degree must successfully complete all course requirements, pass the required course examinations, and complete a program comprehensive examination or a project. Students may secure limited credit for comparable graduate level courses previously taken at other public, private or government institutions.

WHO MAY APPLY: Anyone may apply.

LENGTH: Varies

LOCATION: Students can take AGU courses at locations throughout the country or through our structured distance learning format. All courses in the M.A.M. program and the M.P.M. program can be completed by distance education.

CLPs: 10 per quarter/10 per semester hour, plus 30 in year degree is awarded.

TUITION: Tuition for classroom courses is $1,350 per student and $750 per student for distance learning cources. Discounts are available for multi-student registrations. USAASC does not directly fund, however, individuals may apply through the ATAP for funding. See page 33 of this catalog for more information on ATAP.

HOW TO APPLY:

Application, enrollment, and tuition assistance information may be obtained at http://www.agu.edu, by calling the Registrar at (626) 966-4576 or via e-mail at info@agu.edu.

FOR MORE INFORMATION:

Call the AGU Registrar at (626) 966-4576 or e-mail AGU at info@agu.edu.

PROGRAM DATES:

School of Choice Program

The School of Choice Program provides civilian members of the AAC and AL&T Workforce an opportunity to obtain or complete an undergraduate or a graduate degree during duty hours. All colleges and universities must be nationally accredited and offer degree programs in disciplines that underpin acquisition functions. The School of Choice Program is restricted to universities and colleges that are located within the applicant's local commuting area. Exceptions to this policy will be granted when the desired degree program is not offered in the local commuting area. This program pays for tuition, textbooks and lab fees. Local travel expenses are not covered.

SPECIAL REQUIREMENTS/ PREREQUISITES:

- To be established by the school. Applicants should contact their school of choice immediately to begin the registration process and to inquire about the school's requirement for GMAT or GRE testing. Testing and subsequent graduation fees are paid for by the applicant.
- Application package must include a current letter of acceptance dated within 12 months of packet submission.
- Academic plan must be detailed in the IDP.
- Degree must be obtained in the time allotted. Prerequisites must be satisfied prior to program start.
- Undergraduate and graduate students must receive a "B" or better for each course funded. The education disciplines are limited to those that underpin the acquisition functions as described in *DODI* 5000.66.
- Grades must be submitted to the ACM upon completion of a semester/quarter.
- No travel per diem will be funded.
- Maximum funding cap for a bachelor's is $19,000 and for a master's is $26,000.
- Full-time attendance is mandatory.

WHO MAY APPLY: Graduate degree: Civilian members of the AAC and Level III who are currently serving in an acquisition position.

Undergraduate degree: Civilian members of the AL&T Workforce currently serving in an AL&T Workforce position.

LENGTH: Dependent upon the school and curriculum.

- 18-24 months for full-time attendance.
- Full-time undergraduate degree candidates must take a minimum of 12 hours per semester.
- Full-time graduate degree candidates must take a minimum of 9 hours per semester.

CLPs: 10 per quarter hour/10 per semester hour, plus 30 in year degree is awarded.

HOW TO APPLY: Go to http://USAASC.army.mil/programs/aete/default.cfm for AETE/ATAP policy, procedures announcement and application information. The AETE/ATAP application process is now automated. Please apply at https://apps.altess.army.mil/aapds. If additional information is required, contact the ACM who supports your region. Contact information pertaining to your ACM may be obtained from the USAASC Homepage at http://USAASC.army.mil/contact/acms.cfm.

FOR MORE INFORMATION: Contact your ACM. A listing of ACMs may be found at: http://USAASC.army.mil/contact/acms.cfm.

PROGRAM DATES: Depending on the individual school.

Acquisition Tuition Assistance Program (ATAP)

The Deputy Director, Acquisition Career Management is responsible, by law, for the education, training and career progression of AAC and AL&T Workforce members. To that end, USAASC shall ensure that individuals who must attain *DAWIA* educational requirements, as stated in *DODI* 5000.56 are afforded the opportunity to apply for the ATAP. Individuals may attend the institution of their choice within their local commuting area and complete courses during non-duty hours. The student's supervisor must approve course attendance during duty hours. ATAP funding will cover tuition costs, lab fees and textbooks. Travel expenses are not included. For further information, please refer to the ATAP Policy at http://USAASC.army.mil/programs/atap/docs.cfm.

OVERVIEW: ATAP provides funding to enable AL&T Workforce members to obtain business hours, undergraduate or graduate degrees.

SPECIAL REQUIREMENTS/ PREREQUISITES: Members must maintain a grade of 'C' or better in undergraduate work and 'B' or better in graduate work and show proof of such to continue to be funded. The education disciplines are limited to those that underpin the acquisition functions as described in *DODI* 5000.66.

WHO MAY APPLY: AL&T Workforce members currently serving in an acquisition position.

12 or 24 Business Credits:
- Civilian members of the AL&T Workforce

Associate's or Bachelor's Degree:
- Civilian members of the AL&T Workforce

Master's Degree:
- GS-12 (equivalent) civilian members of the AL&T Workforce who are Level II certified.
- Application for a second Master's degree will be considered if:
- It is appropriate for the individual's acquisition career goals.
- It is documented and approved on the IDP.
- It is in a discipline that underpins the acquisition function and is not a duplicate discipline of the individual's present Master's degree.
- It provides a clear benefit to the Army.

CLPs: 10 per quarter hour/10 per semester hour, plus 30 in year degree is awarded.

HOW TO APPLY: Go to http://USAASC.army.mil/programs/atap/default.cfm for AETE/ATAP policy, procedures announcement and application information. The AETE/ATAP application process is now automated. Please apply at https://apps.altess.army.mil/aapds.

FOR MORE INFORMATION: Contact your ACM. A listing of ACMs may be found at: http://USAASC.army.mil/contact/acms.cfm.

PROGRAM DATES: ATAP's need-based Board meets at least two times per year.

Training Opportunities

Training Opportunities are divided into two sections: Functional/Technical Training and Leadership Training.

Functional/Technical Training is designed to assist AL&T Workforce members in completing mandatory acquisition certification training, participating in cross training specific to one of the acquisition career fields to become familiar with or certified in multiple acquisition career fields, or staying current in their career functional areas. This is the training depicted on the first level of the Development Model of the ACDP and is provided primarily by the DAU. DAU is a consortium of DoD education and training institutions that provide mandatory, assignment-specific courses for AL&T Workforce members serving in the 12 acquisition career fields.

After AL&T Workforce members have established a firm functional/technical base, training should be focused on enabling the workforce member to have continuous exposure to leadership skills at appropriate stages throughout their careers. The training under "Leadership" supports this philosophy by providing numerous AAC-funded courses and recommending Armywide training, which is available.

Functional/Technical Training

Functional/Technical Training provides the foundation for acquisition career development. A strong functional/technical background in any of the acquisition career fields is the first step AL&T Workforce members can take to enhance their competitive status. This is the mandatory and desired training necessary to meet the acquisition career field certification standards established in DoD 5000.52-M, "Career Development Program for Acquisition Personnel," and may be obtained through the following sources:

Defense Acquisition University Training: This program provides mandatory training for Level I, II and III certification in all ACFs through the DAU.

Army Acquisition Basic Course (AABC): This course provides a broad spectrum of knowledge pertaining to the materiel acquisition process from a U.S. Army perspective.

Program Management (PM) Training: The functional program management training has been restructured. The new layout for PM training places emphasis on three principal elements: e-learning, case-based training and the program management course for Level III certification training. The new structure distinguishes between those individuals only interested in Level III certification in the Program Management career field and those individuals aspiring to become Project/Product Managers.

SkillSoft (formerly SmartForce): At no cost to the individual or their organization, all active duty soldiers, members of the National Guard or Reserve as well as all Department of the Army civilian employees are authorized to access over 1,500 Information Technology, Business Skills and Interpersonal Skills courses from any location, around the clock (24/7).

All you have to do to use SkillSoft is obtain an Army Knowledge Online (AKO) account at https://www.us.army.mil/ and complete an Army Training Requirements and Resources System (ATRRS) application at https://atrrs.army.mil/channels/elearning/smartforce.

Be sure to browse the SkillSoft Course Catalog at https://atrrs.army.mil/channels/elearning/smartforce/sfCatalog.pdf to see available courses.

Gov Online Learning Center: A free and for fee governmentwide resource that supports development of the federal workforce through simplified and one-stop access to high quality e-Training products and services. You can find this resource online at http://www.golearn.gov.

Defense Acquisition University

SPECIAL REQUIREMENTS/ PREREQUISITES: DAU is a consortium of DoD education and training institutions and organizations that administers various programs that provide mandatory training for Level I, II and III certification in all acquisition career fields, to include assignment-specific and continuous learning courses.

WHO MAY APPLY: Anyone may apply. Priority is given to members of the AL&T Workforce currently serving in an acquisition position.

AL&T Workforce members shall submit applications by applying directly at https://www.atrrs.army.mil/channels/aitas. AL&T Workforce members must have the desired DAU training annotated and approved on their automated IDP before an application can be submitted.

Individuals are placed into DAU courses according to the following priorities:

Priority 1: Position/Program Requirements. Training required by position or program.

Priority 2: Next Level Certification. Training for Level III certification in primary career field.

Priority 3: Cross Functional Training. Training in another career field after Level III certification in primary career field.

Priority 4: Previously taken or certified. Individuals who previously completed the DAU course or received equivalency. Individuals already certified at the career level and did not previously take the course.

Priority 5: Non-acquisition workforce. Individuals who are not in a designated acquisition workforce position. Individuals will be on a space available basis. If selected, individual's command will fund the travel and per diem. No cost for the training.

CANCELLATIONS AND SUBSTITUTIONS: Student cancellations or substitutions should be limited to extreme emergencies. To cancel a confirmed class registration, the student must request a cancellation by going to https://www.atrrs.army.mil/channels/aitas/ and clicking on "Cancel Reservation/Wait." After the request is completed, it is forwarded to the supervisor for concurrence or nonconcurrence. If the supervisor recommends approval, it is then forwarded to the approval authority for final approval. Students are not canceled until they receive notification from the approval authority. Substitutions can be accomplished using the same process.

LENGTH: Varies

LOCATION: Varies

CLPs: One Continuing Education Unit will equal 10 CLPs dependent upon the curriculum https://atrrs.army.mil/channels/aitas.

HOW TO APPLY: Non-acquisition workforce personnel can apply using the Web site and are not required to have an automated IDP. Non-acquisition workforce personnel will be accommodated on a space available basis, Priority 4. If a reservation is made, the individual's command is responsible for funding the travel and per diem.

PROGRAM DATES: Varies according to course and location offered. Information is available through the automated IDP at https://rda.altess.army.mil/cappmis/idp/idpprod/login.cfm or at ATRRS Data-on-Demand at https://atrrs.army.mil/channels/dataondemand.

Army Acquisition Basic Course (AABC)

Army Logistics Management College

This course is designed to provide a broad spectrum of knowledge pertaining to the materiel acquisition process. It covers national policies and objectives that shape the acquisition process and the implementation of these policies and objectives by the U.S. Army. Areas of coverage include acquisition concepts and policies; research, development, test and evaluation; financial and cost management; acquisition logistics; software acquisition; force modernization; production management and contract management. Emphasis is placed on providing mid-level managers with a broad and comprehensive education so they can effectively manage any aspect of the materiel acquisition process. Graduates earn DAU equivalencies for: Program Management (ACQ 101/201, PMT 250), Contracting (CON 100/101/104), Information Technology (IRM 101), Life Cycle Logistics (LOG 101), Test and Evaluation (TST 101) and SAM 101.

PREREQUISITES: Commissioned officers should be captains or majors with at least 7 years of active federal commissioned service. Officers must have completed their branch advanced course and must have been accessed for participation in the AAC with a functional area code 51. Non-Commissioned Officers must be in the additional skill identifier G1 program. Civilians must be in the grade range of GS-09 to GS-13 and a member of the AL&T Workforce. All attendees should have a bachelor's degree or higher. Commissioned officers, warrant officers, civilians and non-commissioned officers who fail to meet these prerequisites, but who are assigned to a materiel acquisition position, will be considered for enrollment on a case-by-case basis. Contractor personnel may attend on a space available basis if their government point of contact approves the DD 1556 Form. Allied students must score a minimum of 85 on the English Comprehension Level Examination. Army Reservists and Army civilian employees are eligible to attend this course in 2-week phases. To earn a diploma, all four phases must be successfully completed in their proper sequence. No more than 12 months may lapse between phases. Otherwise, credit for previously completed phases will lapse. Students who opt to complete the AABC in phases may choose to attend either resident or on-site offerings.

MODE AND DURATION: Resident, 8 weeks. AABC is sub-divided into four phases of 2 weeks each.

CLPs: Approximately 440 (1 CLP per hour of classroom instruction)
(Course Catalog Number is: ALMC-QA)

HOW TO APPLY:

Civilians:
Contact your local ACM, applications must be submitted through the ATRRS.

Military:
Contact your Assignments Officer at Human Resources Command for details.

If your organization does not have a quota allocation, you may submit your application on a space available basis.

FOR MORE INFORMATION: Go to http://www.almc.army.mil/hsv/aabc_homepage.htm.

PROGRAM DATES: For the most current dates, please go to the above referenced Web site.

Program Management Office Course-PMT 352

Defense Systems Management College

As a follow-on to ACQ 201 and PMT 250, the Program Management Office Course is the Level III certification course in the program management career field. It is designed to train Level II qualified students to be effective PM Level III leaders by providing analysis, synthesis and evaluative skills needed in a program office. This hybrid course consists of 50 hours of distance learning taken over 60 calendar days, followed by six weeks of classroom work. PMT 352A (distance learning) focuses on key Program Management Office (PMO) knowledge and skills not covered in the prerequisite courses, while PMT 352B features scenario-based practical exercises. The APMC curriculum is based on a set of acquisition management performance outcomes established by the Acquisition Functional Board for Level III certification in the Program Management career field. Subject areas include: lead and contribute to effective teams in a DoD PMO; apply critical-thinking and problem-solving skills to system acquisition problems throughout the life cycle of a defense program; understand, analyze and develop solutions to cost, schedule and performance issues faced in program management and evaluate the tradeoffs in program decisions in compliance with DoD 5000 Series directives.

SPECIAL REQUIREMENTS/ PREREQUISITES:
- Fundamentals of Systems Acquisition Management (ACQ 101)
- Intermediate Systems Acquisition Management (ACQ 201)
- Program Management Tools course (PMT 250)
- Secret security clearance

WHO MAY APPLY: Civilian and military members of the AL&T Workforce. All applicants must currently serve in an acquisition position.

LENGTH: PMT 352A - 60 calendar days
PMT 352B - 6 weeks in the classroom

LOCATION: Fort Belvoir, VA

CLPs: 120+300

HOW TO APPLY: Via the ATRRS Internet Training Application System.

FOR MORE INFORMATION: https://atrrs.army.mil/channels/aitas.

PROGRAM DATES: For the most current dates, please go to the above referenced Web site.

The Program Manager's Course-PMT 401

Defense Systems Management College

The Program Manager's Course is an intense, highly integrated 10-week case study based learning experience. Group discussions, distinguished guest practitioners, team projects, exercises, simulations, study groups and an elective program enable the learner to customize a portion of the course. Time will be available to internalize the material through independent study and informal work and interaction with peers. Course content will rely upon challenges, problems and dilemmas derived from extensive current interviews with Program Managers (PM), Program Executive Officers (PEO) and other stakeholders. The dilemmas will be those the course graduates can expect to confront when they return to their workplace. This course is required for ACAT I, II and IA PMs and Deputy PMs.

SPECIAL REQUIREMENTS/ PREREQUISITES:

- Secret security clearance
- Additional requirements/Prerequisites TBD

WHO MAY APPLY: This course is designed expressly for specially selected, Level III certified members of the AL&T Workforce in the grade of GS-14/O-5 or equivalent payband or above with extensive experience in acquisition, including 4 years in, or in direct support of, a PMO. Candidates must possess the motivation and capability to become leaders of major acquisition programs, integrated product teams and Systems Command/Major Command divisions. All applicants must currently serve in an acquisition position.

LENGTH: 10 weeks in residence only

LOCATION: Fort Belvoir, VA

CLPs: 500

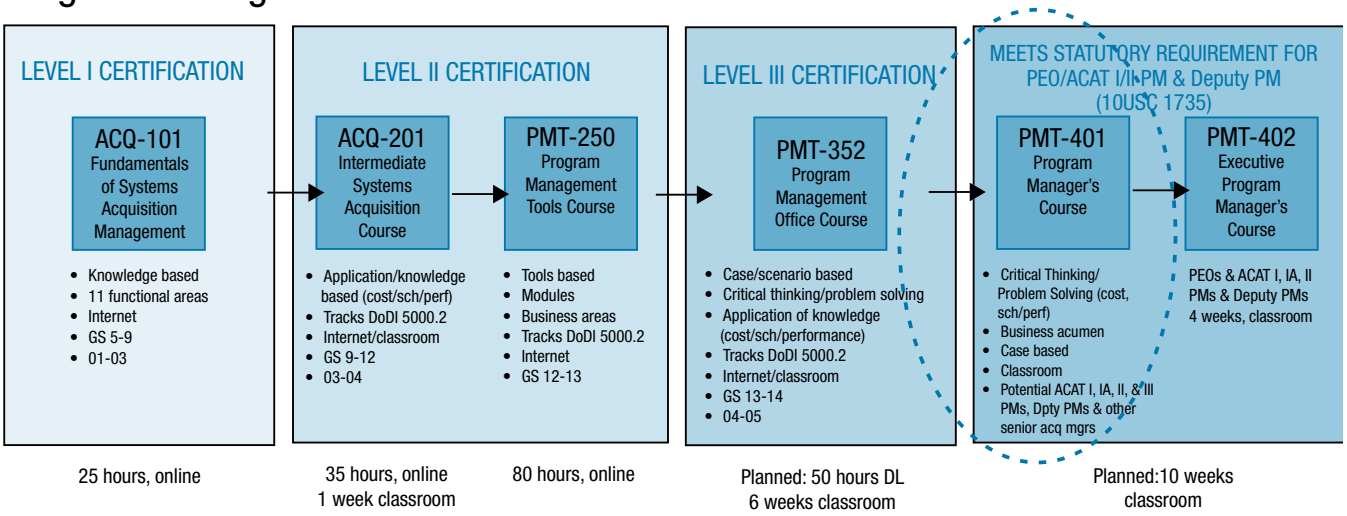
HOW TO APPLY: Military: Contact Rick Yager (703) 325-3127, DSN 221-3127 or e-mail yagerr@hoffman.army.mil.

Civilians: Contact Gloria King (703) 805-1251, DSN 655-1251 or e-mail gloria.king@us.army.mil.

FOR MORE INFORMATION: Go to http://www.dau.mil.

PROGRAM DATES: See above Web site for dates.

Program Management Career Track



Free Computer-Based IT Training

Army CIO/G-6 Office e-Learning Computer-Based Training (CBT)

The Army CIO/G-6 Office provides free access to more than 1,500 Web-based information technology (IT), business, and interpersonal skills training opportunities.

The Army's e-Learning environment offers state-of-the-art courses; online subject matter experts and mentors; online meeting rooms and white boards; chat rooms with other students; and a library of technical articles, white papers and recorded seminars conducted by the industry's leading experts.

The Army contracts with SkillSoft (formerly SmartForce) to provide this e-Learning environment. SkillSoft has formed industry partnerships with leading software companies to develop courses to prepare students for project management and IT certification examinations. The IT certification programs include CISSP, Avaya, A+, Network+, iNet+, Server+, IT Project+, MCSE, MCSA, MCAD, MCDBA, MOUS, Novell CNE, Cisco, Oracle and many more.

SPECIAL REQUIREMENTS/ PREREQUISITES: None

WHO MAY APPLY: Active Duty, Reserve, National Guard and Defense Acquisition Civilians may take courses for free; Army Retirees and contractors who work for the Army may take courses at a reduced rate.

LENGTH: Varies

LOCATION: Internet and Intranet

CLPs: Course dependent

HOW TO APPLY: You must have an AKO account to register. To obtain an AKO account, go to https://www.us.army.mil.

FOR MORE INFORMATION AND ONLINE REGISTRATION: First-time users should register at https://www.atrrs.army.mil/channels/eLearning/smartforce and use their AKO ID and password to register for courses. Users who have already taken an Army e-Learning course can register online at http://usarmy.smartforce.com.

PROGRAM DATES: N/A

Governmentwide Computer-Based IT Training

Gov Online Learning Center

The Gov Online Learning Center is a governmentwide resource that supports developments of the federal workforce through simplified and one-stop access to high quality e-Training products and services. The creation of this Center supports the President's Management Agenda e-Training Initiative. The Gov Online Learning Center will continue to grow with the addition of products and services that meet the common needs of the workforce.

This site is designed as a virtual campus that houses free and for fee training courses and knowledge resources. Forty free courses are offered under the following subjects: communications, customer service, e-learning, human resources, IT security, leadership, legislatively mandated and agency required topics, management, Microsoft Office 2000, personal development, professional development and project management.

SPECIAL REQUIREMENTS/ PREREQUISITES: None

WHO MAY APPLY: Currently, the Gov Online Learning Center gives access to all government employees with a ".gov" or ".mil" e-mail address extension. There are valid federal government employees who do not have a ".gov" or ".mil" e-mail address. If you fall into this category and are currently a federal employee, you can obtain a user ID for the Gov Online Learning Center site by sending an e-mail message to golearn@opm.gov.

LENGTH: Varies

LOCATION: Internet

CLPs: Course dependent

FOR MORE INFORMATION AND ONLINE REGISTRATION: New Users can apply at http://golearn.gov/about/newuser.cfm.

PROGRAM DATES: N/A

Modeling and Simulation Staff Officer Course (MSSOC)

Modeling & Simulation University

This 5-day course of instruction targets newly assigned military, government civilian, DoD contractor and allied staff officers with little or no modeling and simulation (M&S) experience. The MSSOC provides a broad familiarization with M&S policies, organizations, programs, activities, issues and key players. To date, more than 1,000 MSSOC graduates include representatives from across the M&S functional areas of training, acquisition and analysis, the DoD, Joint staffs, all four Services and a host of allied organizations. Space and Naval Warfare; Air Force Directorate of Command and Control; U.S. Army Test and Evaluation Command; Air Force Operational Test & Evaluation Center; U.S. Army Forces Command; U.S. Special Operations Command; U.S. Army Training and Doctrine Command; Naval Air Systems Command; Marine Corps Combat Development Command; U.S. Joint Forces Command and Joint Simulation System and Joint Program Office are among the many specific organizations that have sent representatives to the MSSOC.

SPECIAL REQUIREMENTS/ PREREQUISITES: None

WHO MAY APPLY: Members of the AL&T Workforce. Active duty military, government civilians and DoD contractors working in some aspect of M&S.

LENGTH: One week

LOCATION: Varies

CLPs: 40

HOW TO APPLY: Contact Paul Murtha ((703) 933-3331 or pmurtha@msiac.dmso.mil) or apply online at the education address below.

FOR MORE INFORMATION: http://www.education.dmso.mil/mssoc.asp.

PROGRAM DATES: For the most current dates, please go to the Web site referenced below.

Leadership Training

Based on extensive research of government and private sector executives, the OPM identified those leadership competencies defining the personal and professional attributes determined to be important for successful performance in the Federal sector, irrespective of specific functional assignment. OPM's designation of the leadership competencies organizes them within the five executive core qualifications (ECQs) required of all members of the Senior Executive Service.

The training addressed in the AETE Board-selected leadership and executive management seminars listed in this section focuses on building the OPM competencies essential to career progression and broadening.

Leadership for a Democratic Society Program

Federal Executive Institute

The overarching theme of the program is that federal executives operate within a constitutional framework that provides a unique perspective and set of challenges. Under this broad framework, the Leadership for a Democratic Society program seeks to focus on four sub themes:

- Personal Leadership
- Organizational Transformation
- Policy
- Global Perspectives

SPECIAL REQUIREMENTS/ PREREQUISITES: None

WHO MAY APPLY: Level III certified civilian members of the AAC who are grades of GS-15/COL and above or the equivalent payband.

LENGTH: Four-week seminar

LOCATION: Charlottesville, VA

CLPs: Approximately 160 (1 CLP per hour of classroom instruction)

HOW TO APPLY: Go to http://USAASC.army.mil/programs/aete/default.cfm for AETE/ATAP policy,
procedures announcement and application information. The AETE/ATAP application process is now automated. Please apply at https://apps.altess.army.mil/aapds. Contact the ACM who supports your region. Contact information pertaining to your ACM may be obtained at http://USAASC.army.mil/contact/acms.cfm.

FOR MORE INFORMATION: Go to http://www.leadership.opm.gov/content.cfm.

PROGRAM DATES: For the most current dates, please go to the above referenced Web site.

Program for Senior Executive Fellows (SEF)

Harvard University, JFK School of Government

The academic curriculum, centered on the case method pioneered at Harvard, is rigorous. Cases are based on actual problems, including those submitted by current and previous SEF program participants through the case methods. Participants will receive valuable training and practice in making decisions about real situations. Issues explored include cooperative versus competitive interaction with governmental agencies, political appointees, as well as private sector organizations and individuals. For middle managers, this program builds executive skills in political and public management, negotiation, human resources management, policy making, organizational strategy, communication, ethics and leadership.

SPECIAL REQUIREMENTS/ PREREQUISITES: None

WHO MAY APPLY: Level III certified civilian members of the AAC, grades of GS-13/LTC and above or the equivalent payband.

LENGTH: 4-week seminar

LOCATION: Cambridge, MA

CLPs: Approximately 160 (1 CLP per hour of classroom instruction)

HOW TO APPLY: Go to http://USAASC.army.mil/programs/aete/default.cfm for AETE/ATAP policy, procedures announcement and application information. The AETE/ATAP application process is now automated. Please apply at https://apps.altess.army.mil/aapds. If additional information is required, contact the ACM who supports your region. Contact information pertaining to your ACM may be obtained at http://USAASC.army.mil/contact/acms.cfm.

FOR MORE INFORMATION: Go to http://www.execprog.org/home.asp.

PROGRAM DATES: For the most current dates, please go to the above referenced Web site.

Leadership for Extraordinary Performance

University of Virginia, Darden Executive Education

Examine personal leadership practices that impact performance of others in your organization. Discover a unique approach to enhancing human performance; develop a concrete action plan and experience the opportunity to formulate a bold vision capable of inspiring others to produce exceptional results.

SPECIAL REQUIREMENTS/ PREREQUISITES: None

WHO MAY APPLY: Civilian members of the AL&T Workforce:

- Level III certified civilian members at the grade of GS-13 and above or the equivalent payband and Level III certified candidates.

Military members of the AL&T Workforce:

- Major (O4) Level II certified
- LTC (O5) and above Level III certified

LENGTH: 5-day seminar

LOCATION: Charlottesville, VA

CLPs: Approximately 40 (1 CLP per hour of classroom instruction)

HOW TO APPLY: Go to http://USAASC.army.mil/programs/aete/default.cfm for AETE/ATAP policy, procedures announcement and application information. The AETE/ATAP application process is now automated. Please apply at https://apps.altess.army.mil/aapds. If additional information is required, contact the ACM who supports your region. Contact information pertaining to your ACM may be obtained at http://USAASC.army.mil/contact/acms.cfm.

FOR MORE INFORMATION: Go to http://www.darden.virginia.edu/execed/exec_prog.htm.

PROGRAM DATES: For the most current dates, please go to the above referenced Web site.

Leadership Development Program

Center for Creative Leadership

The Leadership Development Program (LDP) is designed to offer middle- to upper-level managers an opportunity to stimulate a process of growth to help them become more successful and productive in their work and personal lives and more effective in leading others to do the same. Participants will:

- Explore three critical questions:
    1. How do my co-workers perceive me as an individual?
    2. Who am I in relation to the work groups in which I am involved?
    3. Who am I in relation to my organization?
- Acquire a better understanding of their strengths and weaknesses, improve their ability to give and receive constructive feedback and develop a leadership style and assess its effectiveness.
- See the connection between their individual impact and effectiveness and that of their work group and organization.
- Leave the program with a plan for translating new skills into actual practice.

SPECIAL REQUIREMENTS: Accepted participants must complete pre-program material several weeks prior to start of class. Material provided by institution upon acceptance to program.

LENGTH: 5 days

LOCATION: Varies

CLPs: Approximately 40 (1 CLP per hour of classroom instruction)

WHO SHOULD APPLY: Experienced managers. Grades GS-13/MAJ or above or equivalent pay band.

HOW TO APPLY: Go to http://www.ccl.org/programs.

PROGRAM DATES: Too numerous to list. Please go to the above referenced Web site.

Weapon Systems Management Course

North Atlantic Treaty Organization (NATO) Armament Program

Special emphasis is on joint activities in the field of procurement and in-service phase of weapons systems by NATO allies. Participants will gain knowledge of international cooperation and management in processing NATO Armament Programs; focus on decisions to be made during each phase of the life cycle and become familiar with the problems experienced by NATO partners in the management of complex projects. Guest speakers from the United States, France, United Kingdom and Germany will present their respective country's acquisition process and organization for developing and producing defense weapons.

SPECIAL REQUIREMENTS/ PREREQUISITES: The course will be taught in English. Participants should be familiar with the terminology, procedures and regulations used in the field of defense systems management within their service establishment. Participants should also have experience in systems planning or management. Experience in management functions of the various phases of a weapon system's life cycle is advantageous to be able to fully participate in the discussions.

WHO MAY APPLY: Civilian members of the AL&T Workforce:

- Level III certified civilian members at the grade of GS-13 and above or the equivalent payband and Level III certified candidates.

Military members of the AL&T Workforce:

- Major (O4) Level II certified
- LTC (O5) and above Level III certified

LENGTH: 3 weeks

LOCATION: Ottobrunn, Germany

CLPs: Approximately 120 (1 CLP per hour of classroom instruction)

HOW TO APPLY: Go to http://USAASC.army.mil/programs/aete/default.cfm for AETE/ATAP policy, procedures announcement and application information. The AETE/ATAP application process is now automated. Please apply at https://apps.altess.army.mil/aapds. If additional information is required, contact the ACM who supports your region. Contact information pertaining to your ACM may be obtained at http://USAASC.army.mil/contact/acms.cfm.

PROGRAM DATES: September

Seminar for New Managers: Leading People

Office of Personnel Management/Management Development Center

Here is the perfect opportunity for highly motivated new managers, typically GS-13 and above or equivalent, to learn and hone the essential skills necessary for successful transition into entry-level management. It is also appropriate for more experienced managers who have not yet had the opportunity for formal development of these skills. Seminar faculty is drawn from the Center, the federal leadership community, universities and the private sector. The faculty uses computer-assisted scenarios, case studies, role-plays, group exercises and other adult learning methods. Leading-edge information on managerial theory and practice is applied to participants' real organizational problems. The seminar uses the Hersey-Blanchard Leadership Model to diagnose participants' preferred leadership styles and their appropriate use. Each participant also develops skills in conflict resolution, customer service, diversity, problem solving and communication.

KEY RESULTS:

- Graduates have new skills to use in accomplishing work through subordinates. They have an enhanced sense of how to adapt leadership style to the diverse backgrounds of the people with whom they work.
- They better understand the flexibility available to them in managing human resources within the broad framework of the merit system.
- They return to their agencies with increased enthusiasm for their leadership role and the knowledge and tools to make more confident and effective contributions.

SPECIAL REQUIREMENTS/ PREREQUISITES: None

WHO SHOULD APPLY: New managers typically in their position less than 2 years.

LENGTH: 2 weeks

LOCATION: Shepherdstown, WV

CLPs: Approximately 80 (1 CLP per hour of classroom instruction).

HOW TO APPLY: Go to: http://www.leadership.opm.gov.

PROGRAM DATES: Too numerous to list. Please go to the above referenced Web site.

Management Development Seminar: Leading Organizations

Office of Personnel Management/Management Development Center

In this seminar, experienced managers, typically GS-13/14 or equivalent, step into the world of dynamic thinking, creativity and innovative, results-getting implementation. The seminar is 2 exciting weeks packed with sessions that expose managers to new approaches and processes. Participants will be energized to achieve superior levels of organizational excellence and significantly invigorated in their ability to deal with the day-to-day challenges of their workplace. Managers bring live problems to the seminar. They use them to develop the skills and knowledge needed to deal more effectively with the rapidly changing federal environment. Learning techniques include practical exercises, activities with facilitated debriefings and discussions and presentations with real-time feedback. There are also opportunities for the exchange of ideas with colleagues from other agencies. Assessment instruments that provide 360-degree feedback are used to develop information on how the participants are perceived by their customers, peers, employees and superiors. The assessments and feedback provided throughout the course strengthen the ability of managers to negotiate, exert influence, gain cooperation from others and create a work environment that values diversity.

KEY RESULTS:

- Graduates return to their agencies with new thinking and new ways of managing that lead to greater organizational efficiency and effectiveness in every area of operations.
- They can diagnose and assess their organization's strengths and weaknesses.
- They are ready to initiate and manage innovation in a team-based environment that fosters originality, flexibility and reasonable risk-taking.
- They are better equipped to apply appropriate technology to enhance organizational performance.

SPECIAL REQUIREMENTS/ PREREQUISITES: None

WHO SHOULD APPLY: Mid-level managers typically with 2 or more years of management experience.

LENGTH: 2 weeks

LOCATION: Shepherdstown, WV

CLPs: Approximately 80 (1 CLP per hour of classroom instruction)

HOW TO APPLY: Go to: http://www.leadership.opm.gov.

PROGRAM DATES: Too numerous to list. Please go to the above referenced Web site.

Executive Development Seminar: Leading Change

Office of Personnel Management/Management Development Center

This seminar focuses on developmental activities designed to strengthen the ability of senior managers to make sound decisions that lead to meaningful change in critically important areas. Participants strengthen their ability to act strategically, communicate orally in a variety of settings and interact positively with external constituencies. They learn to identify and deal effectively with the internal and external politics that impact their missions and organizations. Managers learn the ins and outs of developing support networks and building alliances and how to do so while maintaining high ethical standards. The most current educational technology is used, including state-of-the-art computer-assisted simulations and other leading-edge learning techniques. Role-playing exercises are videotaped for individual feedback and to critique formal presentations.

KEY RESULTS:

- Graduates return to their agencies with significantly enhanced knowledge of techniques and approaches for leading change in areas critical to future mission success.
- They have enhanced skill at producing results, assuring accountability, building coalitions and communicating effectively. They are better positioned to exert a more businesslike perspective to management, particularly in the financial arena.
- They can better understand the interrelationship of the legislative, executive and judicial branches in the development of public policy and are highly cognizant of the roles played by special interest groups and the media.

SPECIAL REQUIREMENTS/ PREREQUISITES: None

WHO SHOULD APPLY: Seasoned managers. Grades GS-13/LTC or above or equivalent pay band.

LENGTH: 2 weeks

LOCATION: Shepherdstown, WV

CLPs: Approximately 80 (1 CLP per hour of classroom instruction)

HOW TO APPLY: Go to: http://www.leadership.opm.gov.

PROGRAM DATES: Too numerous to list. Please go to the above referenced Web site.

Leadership Potential Seminar

Office of Personnel Management/Management Development Center

This seminar assists agencies in their managerial succession planning through early development of current and future managers and leaders. Participants are program specialists, typically at GS-11 and above or equivalent, with identified potential for transition to supervisory responsibilities or managers/supervisors who want a better understanding of the power of leadership.

Special emphasis is placed on the basic core competencies of effective leadership, such as self-awareness, human relations, interpersonal skills, effective followership, leadership dynamics and creative problem solving. Agencies who send individuals to this dynamic seminar will increase the potential of their future success by helping individuals master the necessary competencies prior to being promoted into supervisory and management positions and increase the effectiveness of those already in management positions.

KEY RESULTS:

- Learn the foundations of leadership and how leadership and management are complementary but not interchangeable.
- Understand the importance of effective followership.
- Understand the importance of a healthy lifestyle.
- Acquire the skills of self-leadership.
- Identify your ethical structure for decision making.
- Understand situational decision making.
- Learn the traits necessary for long-term leadership growth.
- Develop skills in conflict management.
- Assess and profile current core skill levels.
- Understand the importance of feedback and develop skill in delivering it.

SPECIAL REQUIREMENTS/ PREREQUISITES: None

WHO MAY APPLY: Civilian members of the AL&T Workforce:

- Level III certified civilian members at the grade of GS-13 and above or the equivalent payband and Level III certified candidates.

Military members of the AL&T Workforce:

- Major (O4) Level II certified
- LTC (O5) and above Level III certified

LENGTH: 2 weeks

LOCATION: Shepherdstown, WV

CLPs: Approximately 80 (1 CLP per hour of classroom instruction)

HOW TO APPLY: Go to: http://www.leadership.opm.gov.

PROGRAM DATES: Too numerous to list. Please go to the above referenced Web site.

Experiential and Developmental Opportunities

The AAC continues to emphasize the importance of developmental opportunities and operational experience as a significant component in the AL&T Workforce member's career path.

The most prestigious developmental opportunity is the CDG-AAF Program. This program selects high potential professionals to participate in a three-year program of specialized cross-functional training and advanced developmental assignments in various acquisition fields.

Pilot Postings: Civilian Operational Experience Program

In addition to developmental assignments, USAASC has published a listing of existing Operational Experiences that are available to the Army's AL&T Workforce, military as well as civilian.

It is of paramount importance to the Army that AL&T Workforce personnel engaged in or responsible for materiel/weapons acquisition acquire knowledge and experience of the environment in which soldiers and their equipment must operate.

These operational experiences provide AL&T Workforce members the chance to gain first-hand experience and insight on how the Army fights and the Army's Table of Organizations and Equipment functions and structure.

These opportunities are neither centrally funded, nor managed by the USAASC. Rather, AL&T Workforce members interested in learning more about these opportunities, or taking advantage of them, are encouraged to contact the Points of Contact identified under each opportunity.

This is a new initiative. And as such, we welcome any comments/suggestions/corrections that you may have on this portion of the catalog.

To access this catalog, please visit the USAASC Transformation Campaign Plan Site at http://USAASC.army.mil/transformation/default.cfm.

Competitive Development Group-Army Acquisition Fellowship

CDG-AAF is a competitive program that offers high potential Corps Eligible AL&T Workforce members with a Level III certification who are GS-13 (or demo broadband converted equivalent) and AAC civilian personnel, expanded training, leadership and other career development opportunities.

The CDG-AAF program is an intensive effort requiring full commitment to the program and the IDP. During years two and three of the program, CDG-AAF members are required to apply to the Army's PM and Acquisition Command Selection Boards. Failure to apply shall result in removal from the CDG-AAF program.

Primary selectees will be assigned to a centrally funded generic training NH-III level position requirements document on the Acquisition Support Center (USAASC) Table of Distribution and Allowances (TDA). USAASC participates in the DoD Civilian Acquisition Workforce Demonstration Project.

Graduates who have not obtained permanent placement at the close of the 3-year program shall be provided two permanent lateral (not promotion) position opportunities. In the event that the CDG-AAF member declines both of these positions, no further voluntary position placement will be offered. The program mobility agreement will be invoked and the CDG-AAF member will be removed from the AAC.

SPECIAL REQUIREMENTS/ PREREQUISITES: Refer to the CDG-AAF policy Web site (http://USAASC.army.mil/programs/cdg).

WHO MAY APPLY:
- Must be a current permanent Department of the Army employee in a Career or Career Conditional Status.
- A GS-12/GS-13 or in an equivalent Demonstration Project broadband.
- Be certified at Level III in an ACF.

LENGTH: 3 years

LOCATION: Program selectees are assigned to a centrally funded generic position description on the Acquisition Support Center (USAASC) TDA during participation in the program. CDG-AAF members are detailed to developmental assignment profiles throughout the acquisition community based on individual education, experience and training needs, as well as current or anticipated needs of the Army.

HOW TO APPLY: Access the USAASC Web site at http://USAASC.army.mil/programs/cdg. for the CDG-AAF announcement.

PROGRAM DATES: See announcement.

Developmental Educational Opportunities

The Army's TWI Program is a 1-year work experience training program designed to take selected officers out of the military environment and expose them to the latest civilian business practices, organizational structures and cultures, technology development processes and corporate management techniques. The companies that participate with the Army in this training program are developers of innovative, cutting-edge technologies and/or established business leaders in their respective fields.

HOW TO APPLY: Procedures for AAC officers are available at https://www.hrc.army.mil/site/protect/active/opfam51/ambmain.htm,

Professional Activities

The attainment of professional certifications within professional associations is recognized as a special achievement for the AL&T Workforce. Membership and active involvement in professional associations offers unlimited opportunities for AL&T Workforce professionals to freely exchange ideas with their industry counterparts and other DoD and civilian agencies. AL&T Workforce members are strongly encouraged to develop professional liaisons with specialty organizations. Participation in professional activities may be used to accumulate CLPs toward fulfillment of the Continuous Learning Standard. You may acquire 10 CLPs in the year of certification.

Center of Excellence in Logistics and Technology (LOGTECH)

The primary mission of the Center of Excellence in LOGTECH is to leverage global best practices and explore leading-edge logistics technologies to prepare logisticians for advances that will drive logistics and supporting technologies in the future. LOGTECH achieves this mission through a series of integrated and sustained opportunities for "shoulder-to-shoulder" exchanges between the military, private sector and academic logistics communities.

LOGTECH offers advanced/executive courses in Logistics and Technology and Masters' degrees in Business Administration (MBA). The LOGTECH executive education programs are designed for military, industry and technology leaders in logistics and supply chain management to develop and improve their knowledge, decision-making processes, collaborative skills and networking facilities. For details, see specific course listings in the catalog. For additional details on the MBA program, go to: http://www.logtech.unc.edu.

Headquarters, U.S. Army Materiel Command serves as the DoD Executive Agency for LOGTECH. The Kenan-Flagler Business School of the University of North Carolina at Chapel Hill, and the affiliated Institute for Defense and Business, are responsible for LOGTECH program execution and management.

Several organizations with which the acquisition community has enjoyed successful relationships are listed on the following pages. Membership and association fees are not reimbursable by USAASC.

Project Management Institute

The Professional Development Program was developed to enhance the ongoing professional development of project management personnel, encourage and recognize individual learning opportunities and offer a standard and objective mechanism for attaining and recording professional development activities.

REQUIREMENTS:

- Project Management Professionals.
- Must attain no less than 60 PDU within a 3-year cycle. (A PDU is the number of actual clock hours spent in direct participation in a structured educational format. One PDU is equivalent to one contact hour.)
- Agree to continue to adhere to Project Management Institute's (PMI) Code of Professional Conduct.
- Successful completion of the PMI Exam (cost: $405 for members and $555 for non-members).
- Category I – bachelor's degree and 4,500 hours of project management time within 3 to 6 years.
- Category II – no degree and 7,500 hours of project management time within 5 to 8 years.

ADDRESS/ PHONE NUMBER:

Project Management Institute
Four Campus Boulevard
Newton Square, PA 19073-3299
Phone: (610) 356-4600

WHO MAY APPLY:

Project Management Professionals

CERTIFICATION COST:

$405 (PMI member rate)
$555 (Non-member rate)

RETAIN CERTIFICATION:

Re-certify every 3 years.

FOR MORE INFORMATION:

Go to http://www.pmi.org.

Certified Professional Contracts Manager

The Certified Professional Contracts Manager (CPCM) program recognizes individuals who have attained a high level of education, experience and training in the contracts management profession. In order to qualify for the examination, certain requirements must be met.

REQUIREMENTS:

- A degree at a level above the bachelor's level.
- 5 years experience.
- Successful completion of the Certified Federal Contracts Manager and Certified Commercial Contracts Manager designations (CCCM) of National Contract Management Association's (NCMA) certification program (includes federal knowledge, general knowledge and commercial knowledge modules).
- Waivers of the educational requirement are available if a candidate has 10 or more years experience, and a letter from a supervisor supporting the candidacy.

ADDRESS/ PHONE NUMBER:

National Contract Management Association
8260 Greensboro Drive, Suite 200
McLean, VA 22102
Phone: (800) 344-8096, x437 or 421; (703) 448-9231, x437 or 421
Fax: (703) 448-0939

WHO MAY APPLY: Professional contracts management personnel

CERTIFICATION COSTS:

Application fee: $150 (member); $250 (non-member)
Examination fee: $95 per module

RETAIN CERTIFICATION:

Recertify every 5 years ($95).
60 hours of continuing education every 5 years (10 hours must be within final 18 months of re-certification period).

FOR MORE INFORMATION: Go to http://www.ncmahq.org.

Certified Federal Contracts Manager

The CCCM program recognizes individuals who have mastered the government contracting profession through a combination of formal education and training. To qualify for the examination, certain requirements must be met.

REQUIREMENTS:

- A degree (from a regionally accredited university or college) at the bachelor's level with at least 25 hours in business management topics.
- 120 hours of continuing education in contracts/business management.
- 2 years experience.
- Successful completion of the two modules of NCMA's certification program (federal knowledge and general knowledge).
- Waivers of the educational requirement are available if a candidate has 10 or more years of experience, and a letter from a supervisor supporting the candidacy.

ADDRESS/ PHONE NUMBER:

National Contract Management Association
8260 Greensboro Drive, Suite 200
McLean, VA 22102
Phone: (800) 344-8096, x437 or 421; (703) 448-9231, x437 or 421
Fax: (703) 448-0939

WHO MAY APPLY:

Professional federal contracts management personnel

CERTIFICATION COSTS:

Application fee: $150 (member); $250 (non-member)
Examination fee: $95 per module

RETAIN CERTIFICATION:

Recertify every 5 years ($95).
60 hours of continuing education every 5 years (10 hours must be within final 18 months of re-certification period).

FOR MORE INFORMATION:

Go to http://www.ncmahq.org.

Certified Commercial Contracts Manager

The CCCM program recognizes individuals who have mastered the commercial contracting profession through a combination of formal education and training. To qualify for the examination, certain requirements must be met.

REQUIREMENTS:

- A degree (from a regionally accredited university or college) at the bachelor's level with at least 25 hours in business management topics.
- 120 hours of continuing education in contracts/business management.
- 2 years experience.
- Successful completion of the two modules of NCMA's certification program (commercial knowledge and general knowledge).
- Waivers of the educational requirement are available if a candidate has 10 or more years experience, and a letter from a supervisor supporting the candidacy.

ADDRESS/ PHONE NUMBER:

National Contract Management Association
8260 Greensboro Drive, Suite 200
McLean, VA 22102
Phone: (800) 344-8096, x437 or 421; (703) 448-9231, x437 or 421
Fax: (703) 448-0939

WHO MAY APPLY:

Professional contracts management personnel

CERTIFICATION COSTS:

Application fee: $150 (member), $250 (non-member)
Examination fee: $95 per module

RETAIN CERTIFICATION:

Recertify every 5 years ($95).
60 hours of continuing education every 5 years (10 hours must be within final 18 months of re-certification period).

FOR MORE INFORMATION:

Go to http://www.ncmahq.org.

Certified Management Accountant

The Certified Management Accountant (CMA) designation for management accounting and finance professionals offers an opportunity for advancement and is globally recognized. The goal of the CMA program is to foster the development of management accountants and financial managers who have a strong technical background in accounting finance, can anticipate the needs of their organization and participate in the decision-making process as an integral member of the management teams.

REQUIREMENTS:
- 120 semester hours (generally a bachelor's degree).
- File an application for admission with the Institute of Certified Management Accountants.
- Be a member of the Institute of Management Accountants.
- Pass all four parts of the CMA exam within a 3-year period.
- Satisfy the experience requirement (varies with state).
- Comply with the Standards of Ethical Conduct for Management Accountants.

ADDRESS/ PHONE NUMBER:
Institute of Management Accountants
10 Paragon Drive
Montvale, NJ 07645-1759
Phone: (800) 638-4427

WHO MAY APPLY: Professional financial management professionals

CERTIFICATION COST: $115 per exam part (4 parts)

RETAIN CERTIFICATION:
- Satisfy the continuing education requirements (varies depending on state).
- Comply with the Standards of Ethical Conduct for Management Accountants.

Certified Public Accountant

The American Institute of Certified Public Accountants is the national professional organization for all Certified Public Accountants. Its mission is to provide members with the resources, information and leadership that enable them to provide valuable services in the highest professional manner to benefit the public as well as employees and clients.

REQUIREMENTS:

- Education –150 semester hours.
- Pass all four parts of the CPA exam within three years.
- 2 to 3 years experience required before certification is issued.
- 2 years if the exam was taken and a bachelor's degree in accounting obtained.
- 3 years if the exam was taken and a bachelor's degree NOT in accounting was obtained.

ADDRESS/ PHONE NUMBER:

American Institute of Certified Public Accountants
Harborside Financial Center
201 Plaza III
Jersey City, NJ 07311
Phone: (888) 777-7077

WHO MAY APPLY: Professional financial management personnel

CERTIFICATION COST: Varies by state

RETAIN CERTIFICATION: Continuing Professional Education (depends on state board)

FOR MORE INFORMATION: Go to http://www.aicpa.org.

Certified Internal Auditor

The Institute of Internal Auditors' mission is to be the primary international professional association, organized on a worldwide basis, dedicated to the promotion and development of the practice of internal auditing.

REQUIREMENTS:
- Education: bachelor's degree or equivalent.
- 24 months of internal auditing (or equivalent).
- Master's degree can be substituted for 1-year work experience.
- Pass all four parts of the Certified Internal Auditor exam.
- Submit a character reference.

ADDRESS/ PHONE NUMBER:
Institute of Internal Auditors
247 Maitland Avenue
Altamonte Springs, FL 32701-4201
Phone: (407) 937-1100
Fax: (407) 831-5171

WHO MAY APPLY: Professional financial management personnel members.

CERTIFICATION COST:
Members: $60 registration; $85 per part (four parts)
Non-members: $75 registration, $110 per part (four parts)
Full-time: $30 registration, $35 per part (four parts)

RETAIN CERTIFICATION:
- Continuing professional development (varies by state).
- Comply with the IIA Code of Ethics.

FOR MORE INFORMATION: Go to http://www.theiia.org.

Certified Government Financial Manager

The Association of Government Accountants (AGA) is an international organization that serves government officials and the public through its constant efforts to ensure full and fair accountability for all public monies. The Association serves its members by providing education, encouraging professional development, influencing governmental financial management policies and practices and serving as an advocate for the profession.

REQUIREMENTS:
- Education: bachelor's degree and 24 credit hours in accounting, auditing, budget, economics, etc.
- 2 years of experience in financial management.
- Pass the government financial management proficiency exam.
- Adhere to the AGA Code of Ethics.

ADDRESS/ PHONE NUMBER:
Association of Government Accountants
2208 Mt. Vernon Avenue
Alexandria, VA 22301-1314
Phone: (800) 242-7211

WHO MAY APPLY: Professional financial management personnel

CERTIFICATION COST: $85 application fee; $109 per exam

RETAIN CERTIFICATION:
- Apply for renewal every 2 years.
- Complete at least 80 hours of continuing professional education every 2 years.
- Adhere to AGA Code of Ethics.

FOR MORE INFORMATION: Go to http://www.agacgfm.org.

National Contract Management Association (NCMA)

NCMA is an individual-membership, professional society whose leadership is composed of volunteer members who are elected officers.

REQUIREMENTS: N/A

ADDRESS/ PHONE NUMBER:
National Contract Management Association
1912 Woodford Road
Vienna, Virginia 22182
Phone: (800) 344-8096

WHO MAY APPLY: Professionals in Contracting or Business Management

MEMBERSHIP DUES:

New member/1 year	$120
New member/3 years	$320
Renewal member/1 year	$100
Renewal member/3 years	$300
Associate member/1 year	$ 45
Retired member/1 year	$ 40
New associate member/1 year	$ 65

RETAIN CERTIFICATION: N/A

FOR MORE INFORMATION: Go to http://www.ncmahq.org.

Financial Planning Association

The International Association for Financial Planning and the Institute of Certified Financial Planners have unified into the new Financial Planning Association, which is representing Certified Financial Planner (CFP) professionals. It promotes the advancement of knowledge in financial planning, supporting programs that enable CFP members to better serve their clients and ensures integrity and professionalism of Institute members through endorsement of the CFP Board's rigorous Code of Ethics and Professional Responsibility.

REQUIREMENTS:
- Education: complete the financial planning curriculum.
- Pass all three parts of the CFP examination.
- 3-5 years of experience in financial planning before or after successful completion of examination.
- Adhere to CFP Code of Ethics.

ADDRESS/ PHONE NUMBER:
Institute of Certified Financial Planners
3801 East Florida Avenue, Suite 708
Denver, CO 80210
Phone: (800) 322-4237

WHO MAY APPLY: Professional financial management personnel

CERTIFICATION COST: $285

RETAIN CERTIFICATION:
- License renewal every 2 years.
- Adhere to CFP Code of Ethics and professional responsibility.
- Continuing education requirements of 30 hours every 2 years.

FOR MORE INFORMATION: Go to http://www.fpanet.org.

Women in Defense, A National Security Organization

Women in Defense (WID), a National Security Organization affiliated with the National Defense Industrial Association, provides its members with opportunities for professional development and networking, cultivating the advancement of women leaders in government and industry professions.

REQUIREMENTS: None

ADDRESS/ PHONE NUMBER:
Women in Defense, A National Security Organization
2111 Wilson Boulevard, #400
Arlington, VA 22201-3061
Phone: (703) 247-2552
Fax: (703) 522-1885

WHO MAY APPLY: Membership in WID is open to all professional women and men whose primary professional activities are related to national defense or any aspect of national security.

MEMBERSHIP DUES: Annual dues are $35

RETAIN CERTIFICATION: N/A

FOR MORE INFORMATION: Go to http://wid.ndia.org.

Applying for the AETE Board

This section includes instructions on how to apply for the AETE/ATAP Board through AAPDS and what documents are required. It also includes information on how the opportunities are funded.

The AETE/ATAP Board automated application instructions provide guidance on how to apply for those competitive opportunities listed in this catalog that are funded by USAASC. It outlines exactly which documents are required, how they should be completed, the date of the Board and how/where to send the applications.

All applicants are expected to provide the items requested so that board members have the appropriate information on which to conduct an evaluation. It is important that all information be as complete and accurate as possible. Assistance in developing these documents or compiling your application can be obtained by contacting your ACM.

The Board rates the appropriateness of the candidate's requested opportunity based on the entire package provided. A candidate is selected based on previous achievements as defined in the ACRB and the individual's career development plan as outlined in the IDP, the candidate's potential to successfully complete the desired program and the benefit to the Army, the AAC and the SRPE.

Applications for the AETE/ATAP Board must be submitted via AAPDS by the closing date of the announcement. All applications must be received by that date. Applications for leadership opportunities will only be accepted by mail and express mail services. Fax and other electronic media copies will not be accepted. Applications submitted in government–paid envelopes will not be accepted.

The Board results will generally be made available within 30 days after the completion of the Board. Applicants will be contacted as to their status and the appropriate paperwork (funded DD Form 1556, TDY orders, etc.) provided.

Application/Instructions

Please follow the steps and apply at https://apps.altess.army.mil/aapds. If additional information is required, contact the ACM who supports your region. Contact information pertaining to your ACM may be obtained at http://USAASC.army.mil/contact/acms.cfm.

Armywide Leadership Training

In 1990, under the direction of the Chief of Staff of the Army, a progressive and sequential civilian leadership training common core was established to parallel leadership training afforded to military officers. Leadership courses for civilians were already in existence: the Basic Supervisory Development course, Personnel Management for Executives and the Intern Leadership Development course. Additional courses were subsequently developed and added to the core. Effective October 1996, the Action Officer Developmental course became mandatory for all interns and journey entry-levels.

Mandatory training is available at four broad levels: intern/entry, supervisory, managerial and executive. It parallels the formal training (institutional) pillar of the officer/leader development system and is targeted to the skills/competencies required of civilian leaders at each level. Investing in the development of leaders, the Army recognizes the necessity of these programs to meet the challenges of the 21st century.

This section offers a brief description of these Armywide Leadership Courses. Courses listed in this section are NOT funded through the AAC. For information on application instructions, eligibility and program dates go to http://cpol.army.mil/library/train. Select the ACTEDS Training Catalog and then go to the table of contents.

Civilian Leadership Training

Core Curriculum
(AR 690-400, Chapter 410/412)

Interns

- ✓ ILDC (Intern Leadership Developmnet Course)
  Onsite
- ✓ AODC (Action Officer Development Course)

Supervisors

- ✓ SDC (Supervisory Development Course)
  Correspondence
- ✓ LEAD (Leadership Education and Development Couse)
  Onsite

Managers

- ✓ MDC (Manager Development Couse)
  Correspondence
- ✓ OLE (Organizational Leadership for Executives)
  Resident
- ✓ PME DII (Personnel Management for Executives)
  Resident

Executives

- ✓ SES Training Conference
  Resident
- ✓ GO/SES Force Integration
  Resident
- ✓ CCL (Center for Creative Leadership)
  Resident
- ✓ EO/EEO Orientation
  Resident
- ✓ APEX SES Orientation
  Resident

SBLM (Sustaining Base Leadership & Management Program)
SENIOR SERVICE COLLEGE

✓ Mandatory

Policy & Program Development, OASA (M&RA)

U.S. Army War College—Resident Program

The USAWC prepares selected military officers and civilians for leadership responsibilities in a strategic security environment during peacetime and wartime. The USAWC studies the role of land power, as part of a joint or combined force, in support of U.S. national military strategy. The curriculum emphasizes theory, concepts, systems and the national security decision-making process. It teaches through numerous case studies, exercises and war games. The student seminar group is the fundamental learning vehicle at the school. For information on obtaining a master's degree, go to http://carlisle-www.army.mil/usawc/degree.

National War College

Master's degree in National Security Strategy: The program focuses on broad understanding of national security policy and strategy. It includes national military strategy and operations, particularly principles and concepts students can apply as they progress in their chosen professions. The academic program consists of prescribed core courses, advanced studies and regional studies. At the conclusion of the academic year, the student receives a master's degree in National Security Strategy and military students will have fulfilled the educational requirement for designation as a Joint Specialty Officer.

Defense Leadership and Management Program

The Department of Defense Leadership and Management Program is a centrally managed program of the DoD. The program consists of four elements:

- A career-broadening rotational assignment of at least 12 months.
- A senior-level course in professional military education, with an emphasis on national security decision making.
- A minimum of 10 advanced graduate-level college courses specifically designed with a defense focus.
- Defense Logistics Agency and occupation-specific development courses, as appropriate.

The program is intended to develop participants to qualify to assume key leadership positions in the Department. A "key leadership" position is defined as one that requires a DoD-wide perspective; has responsibility for people, policy, programs and other resources of broad significance; or dedicates a preponderance of duties to supporting joint warfighting capability.

Intern Leadership Development Course (ILDC)

ILDC teaches interns about the U.S. Army organization and the intern's role in it; their personal learning style and how it supports the Army's leadership competencies of communication, team development and decision making and professional ethics; team building and group dynamics; leadership styles that provide purpose, direction and motivation and when to use the appropriate style; and individual values and how they affect decisions and professional ethics. This course provides interns with an understanding of the structure of the U.S. Army, the Army's leadership competencies and a familiarization with their emerging role as tomorrow's leaders.

Army Force Management School

Teaches professional force managers how to raise, provision, train, sustain, maintain, resource, mobilize and modernize the force. Includes a 3-week core course for all students and a 1-week functional subcourse, chosen by the student, from training development, combat or materiel developments or applied force developments.

Action Officer Development Course (AODC)

AODC is a non-resident (correspondence) course that prepares individuals for the requirements of staff work with training similar to that offered to military who attend the Combined Arms and Services Staff School. This course describes "staff work" as generally practiced Armywide. The AODC offers instruction in organization and management; conducting completed staff work; managing time and priorities; conducting meetings and interviews; solving problems and making decisions; communications; writing to the Army standard; coordinating; conducting briefings; and ethics. The course provides time-saving tips, writing formats and an appendix of informal staff language, simpler words and phrases.

Supervisor Development Course

Supervisor Development Course (SDC) is Phase I of the mandatory supervisory training for all newly appointed supervisors (military and civilian) of civilian employees. New civilian supervisors of civilians must complete both Phase I and Phase II (Leadership Education and Development (LEAD)) within 6 months after appointment to supervisory positions. New military supervisors of civilians must complete both phases within 6 months but no later than 12 months of appointment to supervisory positions.

Leadership Education and Development (LEAD) Course

LEAD is Phase II of the SDC and teaches supervisors to assess their own effectiveness; assess employee and team effectiveness; motivate and influence employees; communicate effectively; conduct counseling; resolve conflicts; develop strategies to create fully functioning teams; make effective decisions; and explain the effect of values on individual and team effectiveness. The course provides training and practical application in the Army leadership doctrine and competencies.

Manager Development Course (MDC)

MDC includes the following lessons: organizational culture; time management; objectives and plans, problem solving and decision making; planning, programming and budgeting; manpower management; communications; information technology applications; the Army Environmental Program; equal employment opportunity; professional ethics; internal management control; and Army family team building. MDC will teach new managers basic skills for managing work and leading people.

Organizational Leadership for Executives (OLE) Course

The objective of OLE is to develop leaders with the skills to conduct an organizational assessment; communicate influentially; establish an effective organizational climate; manage organizational change; develop an organization strategic plan; diagnose personal effectiveness; and build high-performing teams. The Command & General Staff College may award graduate credit to students who successfully complete OLE. These credits may be applied to graduate degree programs at other institutions willing to accept the OLE course experience in lieu of regular academic work.

Personnel Management for Executives I (PME)

PME I is designed to help participants find better ways of dealing with management problems for which there can be no stereotypical solutions. It assumes maturity, creativity and resourcefulness on the part of the conferees and a willingness to put forth the effort necessary to improve their managerial abilities. The focus of PME I is on each participant as an individual and as a manager of an important segment of the Army's workforce.

At the conclusion of PME I, the graduates will be able to:

- Effectively manage the assets of a diverse workforce.
- Demonstrate the importance of values and ethics in the workplace.
- Incorporate improved team-building skills into their management style for quality results.
- Integrate different personality and communication styles for effective management.

- Manage stress by incorporating the concept of total wellness into their approach to management.
- Recognize the significant impact of mission and international strategies and international issues on mission.
- Select the components of multiple management philosophies to increase efficiency and readiness.

Personnel Management for Executives II

PME II is neither a "course of instruction" in the traditional sense nor a "nuts and bolts" legal and regulatory personnel administration course. PME II is designed to challenge participants to find better ways of dealing with management problems for which there are no stereotypical solutions. Maturity, creativity and resourcefulness on the part of the participants and a willingness to put forth the effort necessary to develop and further their managerial abilities are prerequisites. PME II is conducted in a "live-in" environment. During the course, participants are expected to separate themselves completely from business responsibilities.

Sustaining Base Leadership and Management (SBLM) Program (Resident)

The SBLM Program provides graduate-level, professional development across functional areas for leaders and managers who serve or will serve in the Army's sustaining base. It focuses on enduring principles and concepts over transient or procedural activities. The content stresses critical thinking, active learning and practical work among student and faculty-student teams. It promotes the bonding of civilian and military leaders, thereby enhancing the cohesiveness of America's Army. Finally, it adds to the body of knowledge and experience of sustaining base leadership, management and decision making by blending student experience with program design and development.

Sustaining Base Leadership and Management Program (Nonresident)

The nonresident SBLM Program provides graduate-level, professional development across functional areas for leaders and managers who serve or will serve in the Army's sustaining base. It consists of a variety of delivery media, including paper-based lessons, at least one video-teleconference, computer-based training and online electronic seminars.

White House Fellowship Program

An opportunity for soldiers to receive unique training and first-hand experience in the process of governing the nation. Fellows write speeches, help review and draft proposed legislation, answer Congressional inquiries, chair meetings, conduct briefings and otherwise assist high-level government officials. In the past, fellows have worked for the Vice-President, the White House Chief of Staff and the National Security Council. Application and selection procedures for AAC military officers are available at https://www.hrc.army.mil/Opfam51/milTraining.htm.

Army Congressional Fellowship Program

A unique opportunity for top Army majors and lieutenant colonels to receive valuable training and experience by serving as staff assistants to members of Congress. Fellows are typically given responsibility for drafting legislation, arranging Congressional hearings, writing speeches and floor statements and briefing members for committee deliberations and floor debate. Application and selection procedures for AAC military officers are available at https://www.hrc.army.mil/Opfam51/milTraining.htm.

University Degree Programs — AAC Officers

The Army's Advanced Civil Schooling Program provides opportunities for officers to pursue advanced degree programs at civilian universities on a full-time, fully funded basis. Military officers pursuing full-time advanced civil schooling are governed by AR621-1, Training of Military Personnel at Civilian Institutions. Application and selection procedures for AAC military officers are available at https://www.hrc.army.mil/Opfam51/MilAcs.htm.

Mission to the S.T.A.R.S. (Scientific Task Force of American Rescuers in Space) Leadership for Critical Times

This dynamic 2-day seminar challenges participants to plan and execute a simulated rescue of a "Scientific Teams of American Rescuers in Space" (S.T.A.R.S.). The simulation will require participants to work together in teams to change behaviors and processes, possibly even to design their future – just as the NASA teams have done. This program focuses on seven competencies that impact leadership during critical times. This seminar is conducted by the Eastern Management Development Center in conjunction with the Rocket Center in Huntsville, AL. More information is available at http://www.leadership.opm.gov/content.cfm?cat=MTS.

Appendix A

Commonly Used Acronyms

AAC **Army Acquisition Corps:** The AAC is a subset of the AL&T Workforce. It is composed of individuals who have been accepted into the AAC in accordance with the *DAWIA* Chapter 87, 10 USC Section 1732 Eligibility Requirements and DoD 5000.52-M, Appendix M, Section L, dated November 1995. Members of the AAC have made a commitment to further develop and perfect their acquisition expertise. They are given enhanced training and educational opportunities, career guidance and challenging assignments.

AL&T Workforce **Acquisition, Logistics and Technology Workforce:** The personnel component of the acquisition system. The AL&T Workforce includes permanent civilian employees and military members who occupy acquisition positions, who are members of the AAC or who are in acquisition development positions.

ACF **Acquisition Career Field:** One or more occupations that require similar knowledge and skills. There are 12 acquisition career fields: Acquisition Logistics; Business, Cost Estimating and Financial Management; Information Technology; Contracting; Industrial/Contract Property Management; Production, Quality and Manufacturing; Program Management; Purchasing and Procurement Technician; Test and Evaluation; Auditing; Facilities Engineering; SPRDE-Science and Technology Manager; SPRDE-Systems Engineering.

ACM **Acquisition Career Manager:** The individual who provides career development guidance to AL&T Workforce members throughout the regions.

ACMA **Acquisition Career Management Advocate:** A senior-level AAC member, chartered by the DACM and/or DDACM, located throughout areas where there are large concentrations of workforce members, who serve as advocates for the AAC.

ACMO **Acquisition Career Management Office**

ACRB **Acquisition Career Record Brief:** Formerly the Acquisition Civilian Record Brief. The ACRB is the authenticated record of an individual's education, training and acquisition assignment history.

USAASC **Acquisition Support Center:** The former Acquisition Career Management Office (ACMO) and Army Acquisition Executive Support Agency (AAESA) have been consolidated to form the Acquisition Support Center (USAASC). This reorganization combines related functions under a single management structure. USAASC will be the acquisition, contracting and logistics personnel proponent and will also perform tasks previously assigned to the Director for Acquisition Career Management.

CAP **Critical Acquisition Position:** Those senior acquisition positions carrying significant responsibility involving supervisory or management duties required to be filled by individuals in the grade GS/GM-14 or O-5 and above.

CDG-AAF **Competitive Development Group-Army Acquisition Fellowship:** The CDG-AAF is a team of high-potential acquisition professionals chosen to participate in a 3-year program of specialized cross-functional training, education and advanced developmental assignments in the various acquisition fields.

CEU **Continuous Education Unit:** The Defense Acquisition University, as well as many training providers, uses CEUs as a measure of academic credit. One CEU is equal to 10 CLPs.

CLP **Continuous Learning Point:** One continuous learning point is equal to approximately 1 hour of classroom instruction. The Continuous Learning Policy requires that AL&T Workforce members shall earn a minimum of 80 every 2 years.

DACM **Director, Acquisition Career Management:** The individual responsible by law for implementation of AL&T Workforce education, training and career development.

DDACM **Deputy Director, Acquisition Career Management:** The individual responsible by law for implementation of AL&T Workforce education, training and career development for the Department of Army.

DAWIA ***Defense Acquisition Workforce Improvement Act:*** The *DAWIA* is a law enacted to improve the overall effectiveness and professionalism of military and civilian personnel charged with the management and administration of defense acquisition programs.

DODI.66 **Department of Defense Instruction:** This Instruction implements the DoD Directive 5000.52, January 12, 2005, and provides uniform guidance for managing positions and career development of the Acquisition, Technology and Logistics (AT&L) Workforce. This includes the designation and identification of AT&L positions; specification of position requirements; attainment and maintenance of AT&L competencies through education, training and experience; AT&L Performance Learning Model; management of the Defense Acquisition Corps; selection and placement of personnel in AT&L positions; and workforce metrics. This Instruction also supersedes DoD 5000.52-M and cancels the Principal Deputy Under Secretary of Defense for Acquisition, Technology and Logistics Memorandum dated May 28, 2002; as well as Under Secretary of Defense for Acquisition, Technology and Logistics Memoranda dated October 25, 2002; April 10, 2003; September 13, 2003; March 9, 2004; and November 23, 2004.

IDP **Individual Development Plan:** The IDP is a critical document in identifying and tracking an acquisition professional's career objectives in the areas of experience, education and training. Each member of the AL&T Workforce, military and civilian, is required to complete an IDP regardless of grade, payband, military rank or certification. IDPs shall be updated on an annual basis during annual performance evaluation reviews.

ORB **Officer Record Brief:** An authenticated record of an individual's education, training and acquisition assignment history.

SRPE **Senior Rater Potential Evaluation:** A process whereby senior raters evaluate GS-13, GS-14 and GS-15 acquisition employees (and equivalent broadband levels) on their potential to successfully perform in positions of increased responsibility. This is accomplished by recording the senior raters judgment of the employee's "Leadership Effectiveness Competencies" on the Senior Rater Potential Factors Form.

Appendix B

Army Civilian Leadership Opportunities for the AL&T Workforce

Historical Perspective

The *DAWIA* was originally enacted in 1991.[1] A major objective of this legislation was to professionally train all military and civilian members of the Defense AL&T Workforce, to include both our junior workforce members and our most senior executive leaders. *DAWIA* and its implementing directives have continued to provide a consistent blueprint for the education, training and experience requirements for the AL&T Workforce. While *DAWIA*'s primary concentration has been on developing a current functional expert, Army AL&T leadership has broadened this to focus on developing future multifunctional executive leaders with knowledge of both acquisition and non-acquisition issues that impact our operational Army both now and in the future.

Current Status

The identification and participation in meaningful leadership training remains an integral part of the Army AL&T leadership's strategic objectives. It is essential that our workforce members develop the required and demonstrated leadership abilities to make future decisions that will guarantee success for our operational Army. While leadership training for the military officers in the AL&T Workforce is inherent throughout their careers and training events, leadership training for their civilian counterparts is frequently overlooked, postponed or ignored. Leadership training, in fact, is not a distinct offering within the *DAWIA* training curriculum. Within the Army, the Army's Training and Leader Developmental Panel (ATLDP) Report, Phase IV (Civilian), dated February 24, 2003, reported with concern that "there is no well-developed, integrated, systemic approach for Army civilian leader development. Army civilians are unaware of leader development and training opportunities." The report also cautioned that the Army must make civilian training and leader development a higher priority than it currently is or face the prospect that the Army civilian workforce will not be fully prepared to meet the leadership challenges of the future.

To obviate this possibility, the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) and the USAASC have developed this Appendix to provide a consolidated source for optional leadership learning opportunities for the AL&T civilian workforce members at all grades/broadband levels. Opportunities for senior acquisition executives (i.e., General

1. Public Law 101-510 initially enacted the Defense Acquisition Workforce Improvement Act (DAWIA) on Nov. 5, 1990. Most of the Act was codified in Title 10 of the U.S. Code (currently 10 U.S.C. § 1701-1764). It has been amended several times since enactment.

Officers and civilian members of the SES) are addressed in a companion U.S. Army Acquisition Support Center handbook entitled, "Army Acquisition Corps Senior Executive Leadership Learning/Training Opportunities Handbook." This Appendix identifies suggested sources for non-mandatory leadership-related training and should be used in conjunction with the USAASC's Army AL&T Career Management Handbook (available at http://USAASC.army.mil/pibs/default.cfm). It is also intended to complement the civilian career programs' Army Civilian Training, Education & Development System (ACTEDS) addressed at http://www.cpol.army.mil/library/train/acteds. The focus of the specific offerings in this Appendix is keyed to the applicable Executive Core Qualifications (ECQs)/ Competencies and considered vital for senior executive positions. When available, information about eligibility, costs, application procedures, schedules, and points of contacts are included for the identified leadership opportunities. This Appendix is intended to be an evolving document that will be updated periodically; suggestions for additions or changes are therefore invited. Please submit your suggested changes to USAASC.acq.career.management@USAASC.belvoir.army.mil.

Ethics and Integrity Challenges

Mr. Michael Wynne, then Acting Under Secretary of Defense (Acquisition, Technology, and Logistics) and the Acquisition Executives of the Military Departments signed the October 22, 2004 memorandum entitled "Acquisition Workforce Ethics Training." The memo is addressed to the entire acquisition workforce and re-emphasizes that the highest level of integrity is expected from all of us. The memo requests all members of the acquisition workforce annually take the Defense Acquisition University (DAU) Continuous Learning Module entitled "Ethics Training for Acquisition Technology and Logistics 2004" as part of their 40-hour annual continuous learning training requirement. This memorandum can be viewed at http://www.acq.osd.mil/dpap/policy/policyvault/2004-0877-DPAP.pdf.

Individuals who apply for this DAU Continuous Learning Module will be automatically approved and their enrollment information sent to the DAU Virtual Campus. To register, click on "prepare application", then select category "Continuous Learning Modules." The DAU Continuous Learning Module application will not require review/approval by the supervisor or the service registrar. Once the Ethics module has been completed, annotate the completion on your automated IDP for awarding two continuous learning points.

The Secretary of the Army has likewise directed that every Army Soldier and civilian involved in the acquisition process receive an additional hour of ethics training (supplementing the regular annual Army Ethics training). This includes all civilian and military professionals in the Army AL&T Workforce and all AAC members. The Department of the Army, Office of General Counsel (Ethics & Fiscal) and The Office of The Judge Advocate General, Standards of Conduct Office are responsible for conducting acquisition ethics training throughout the Army. Please ensure your compliance with these important training requirements.

Balanced Approach

The enduring intent of *DAWIA* has been to "professionalize" the acquisition workforce by providing a framework through which appropriate Education, Training and Experiential achievement could be identified, supported, documented and maintained. This objective has always cautioned that a balance among these three measures must be struck. The model below displays the continuous and progressive approach envisioned for Army AL&T workforce members. Your personal progression will vary depending upon your existing credentials, your personal objectives and your level of commitment. This model will be modified as necessary to reflect the Army's upcoming transition to the National Security Personnel System and other anticipated Army CES changes.

The primary professional focus for AL&T workforce members should be to first gain a Strong Technical Foundation in the acquisition career field for the position presently encumbered. The achievement of such core technical competencies is displayed at the base of the pyramid model above. Following the gaining of technical proficiency, emphasis should be placed on exploring Broadening Experiences (displayed above in the middle of the development model). At this intermediate level, workforce members might develop multifunctional knowledge and awareness and, at a minimum, strive to obtain Level II certification in an additional ACF. Additionally, there are cross functional opportunities offered through the USAASC that might provide assignments in a variety of positions of increased responsibility. This experience will build the functional and leadership competencies required for success in future leadership positions. At the

Strategic Leadership Level (peak of the development model), success will be dependent on the acquired leadership skills and multifunctional knowledge that you bring to the position. Building career progression around the successful mastering of each level ensures all Critical Acquisition Positions and Key Leadership Positions will be filled by the best-qualified acquisition personnel. Worth noting is that leadership opportunities, both in practice and in training events, occur at all levels on the career model.

While gaining on-the-job experience throughout one's career progression is essential, the AL&T Workforce member is required to pursue and achieve specific acquisition recognition via certification in the ACF and at the prescribed level (I, II or III) for the acquisition position encumbered. It is DOD policy that AL&T Workforce members must be appropriately certified within 24 months of assignment to the acquisition position. Note that acquisition certification consists of achievement of three specific elements: education, training and experience and certification requirements vary by ACF. Please visit the DAU online catalog for a listing of the current ACFs and their associated certification requirements at http://www.dau.mil.

In conjunction with pursuing appropriate acquisition certification, AL&T Workforce members are both encouraged and required to participate in continuous learning activities. The DOD policy on Continuous Learning for the acquisition workforce requires that AL&T Workforce members must complete a minimum of 80 continuous learning points (CLPs) every 2 years. Please note that the attainment of CLPs is not limited to the traditional classroom setting but may be earned in numerous ways. Workforce members should work with their supervisors to ensure that the attainment of CLPs is considered when developing IDPs and ensure that points earned are captured on the employees' IDPs. The Continuous Learning Policy and Army Implementing Instructions may be found under the General Info section on the USAASC website at http://USAASC.army.mil/info/policies/default.cfm. Any desired leadership training and required Ethics training are also documented on employees' IDPs.

Individual Development Plan

The IDP is a critical document in identifying and tracking an acquisition professional's career objectives in the areas of education, training and experience. It is required that each member of the Army AL&T Workforce, military and civilian, complete and maintain an IDP regardless of grade/payband level equivalent, military rank or certification level. This IDP should be updated during counseling milestones to include as a minimum, at initial, mid-point and final counseling sessions. For military personnel, the normal assignment process will continue to be followed to ensure the Army's and your professional development requirements are met.

The IDP charts a five-year plan that defines those future opportunities required to meet career goals. An automated process has been created to facilitate the development and modification of IDPs. The automated IDP may be found at https://rda.altess.army.mil/cappmis/index.cfm. Note that an automated IDP must be approved before students can apply for a course offered by the DAU or prior to application to any of the various AETE opportunities offered by the USAASC. The IDP is also the vehicle through which the achievement of your continuous learning points is documented.

Additional Resources

The Army's newly developed Civilian Leader Improvement Battery (CLIMB) is a voluntary web-based leadership skill assessment used to measure your standing on the 27 universal leadership competencies validated by the U.S. Office of Personnel Management (OPM) as critical for performance in all professional and administrative occupations (see Table 1). It then provides a link to training opportunities that can be included in your IDP to address both strengths and weaknesses identified by the assessment. Note that the CLIMB is strictly voluntary and is used only for developmental purposes and in no way impacts performance appraisal ratings, promotion, training opportunities or any other benefits of employment. It is a tool you and your supervisor might explore to focus on your most important leadership competencies. http://www.123assess.com/climb/home.do.

A DOD assessment tool that is also available to acquisition workforce personnel is the Acquisition Leadership Effectiveness Inventory (ALEI) found at http://www.dau.mil/doddacm/ALEI/index.html. The ALEI is based on the same 27 universal competencies. The competencies are organized under five Executive Core Qualifications (ECQs) – Leading Change, Leading People, Results Driven, Business Acumen and Building Coalitions/Communication. The ALEI is a performance development tool for both individuals and organizations that enables assessment of these competencies that are considered important for all acquisition professionals at all levels. Although the ECQs are used to evaluate and select members of the federal Senior Executive Service, you can use the ALEI no matter what your current level of career progression. The ALEI measures over 100 behaviors that are needed in varying degrees for successful performance and career progression in all professional assignments at all levels, permitting great precision in the selection of those competencies that are most important for specific assignments, positions and individuals.

Table 1 OPM Leadership Competencies

Leading Change	Leading People	Results Driven	Business Acumen	Building Coalitions/Communications
Continual Learning	Conflict Management	Accountability	Financial Management	Influencing/Negotiating
Creativity and Innovation	Leveraging Diversity	Customer Service	Human Resources Management	Interpersonal Skills
External Awareness	Integrity/Honest	Decisiveness	Technology Management	Oral Communication
Flexibility	Team Building	Entrepreneurship		Partnering
Resilience		Problem Solving		Political Savvy
Service Motivation		Technical Credibility		Written Communication
Strategic Thinking				
Vision				

Mentorship

Preparing our current Army workforce members for future positions of leadership at all levels is a responsibility and opportunity in which all must share. Indeed, our nation's most senior leadership recognizes the merits of mentoring:

"…it is the men and women of America who will fill the need. One mentor, one person, can change a life forever. And I urge you to be that one person."

President George W. Bush
State of the Union Speech, January 28, 2003

Mentoring, whether done informally or through a formal mentoring program, is a powerful tool that ensures the continued personal and professional development of our workforce. Not only does the individual being mentored (mentee) gain the benefits of valuable and seasoned advice, the mentor also gains through improvement in his/her interpersonal and leadership skills, achieves insight into the workings of the organization/personnel and gains future professional contacts. Our industry partners also value the benefits of mentoring and appropriate succession planning:

"Winning companies win because they have good leaders that nurture the development of other leaders at all levels of the organization…the ultimate test for a leader is not whether he or she makes smart decisions and takes decisive action, but whether or not he or she teaches others to be leaders and builds an organization that sustains its success when he or she is not around. The key ability of winning organizations and winning leaders is creating leaders."

Noel Tichy

The Leadership Engine: How Winning Companies Build Leaders at Every Level
(New York: Harper Collins, 1997) p.3

Information about the Army's mentorship strategy "Leaving a Legacy Through Mentorship" can be found at the Army's Mentorship Resource Center http://www.armyg1.army.mil/hr/mrc.asp. Additionally, several Army Career Program Army Civilian Training Education and Development System (ACTEDS) plans have identified mentoring programs specifically for their community.

Literature

Leadership can be briefly defined as "influencing people by providing purpose, direction and motivation, while operating to accomplish the mission and improving the organization."[2] To further hone these abilities, emerging leaders are also encouraged to review existing literature addressing strategic leadership. Relevant leadership readings can be accessed on the "U. S. Army Chief of Staff's Professional Reading List" available on Army Knowledge OnLine (AKO) at http://www.army.mil/cmh/reference/CSAList/CSAList.htm. Additionally, book reviews can be found in the *Army AL&T* Magazine in a frequent column entitled "Worth Reading." *Army AL&T* is published quarterly by the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology and can be viewed and printed at http://USAASC.army.mil/pubs/alt/default.cfm. There are numerous government and private sector sources for leadership training. Many of these suggested sources are contained in the listings that follow the discussion on Executive Core Qualifications.

Leadership Growth

SES Executive Core Qualifications

SES members are senior federal management experts with leadership and management skills described by the ECQs. The ECQs describe the leadership skills, executive experience and potential-not technical expertise, needed to succeed in the SES and reinforce the concept of an "SES Corporate Culture." A brief description of each ECQ follows:

1. **ECQ 1 Leading Change.** This core qualification encompasses the ability to develop and implement an organizational vision which integrates key national and program goals, priorities, values and other factors. Inherent to it is the ability to balance change and continuity to continually strive to improve customer service and program performance within the basic government framework, to create a work environment that encourages creative thinking, and to maintain focus, intensity and persistence even under adversity. Competencies include creativity & innovation, continual learning, external awareness, flexibility, resilience, service motivation, strategic thinking and vision.

2. Department of the Army Field Manual No. 22-100, The Army Leadership Framework, 31 August 1999, 1-4.

2. **ECQ 2 Leading People.** This core qualification involves the ability to design and implement strategies which maximize employee potential and fosters high ethical standards in meeting the organization's vision, mission and goals. Competencies addressed include conflict management, cultural awareness, integrity/honesty and team building.

3. **ECQ 3 Results Driven.** This core qualification stresses accountability and continuous improvement. It includes the ability to make timely and effective decisions and produce results through strategic planning and the implementation and evaluation of programs and policies. Competencies include accountability, customer service, decisiveness, entrepreneurship, problem solving and technical credibility.

4. **ECQ 4 Business Acumen.** This core qualification involves the ability to acquire and administer human, financial, material and information resources in a manner which will instill public trust and accomplishes the organization's mission, and to use new technology to enhance decision-making. Competencies addressed include financial management, human resources management and technology management.

5. **ECQ 5 Building Coalitions/Communications.** This core qualification involves the ability to explain, advocate and express facts and ideas in a convincing manner, and negotiate with individuals and groups both internal and external to the organization. It also involves the ability to develop an expansive professional network with other organizations, and to identify the internal and external politics that impact the work of the organization. Competencies include influencing/negotiating, interpersonal skills, oral communication, partnering, savvy and written communication.

Army and DOD Leadership Training Opportunities

The Army Civilian Leader Development Program is presently undergoing major changes to reflect an updated Army CES Policy (currently in draft form). The CES will provide a centralized, progressive and sequential education system that will consist of foundation, basic, intermediate, and advanced courses. As a result of these proposed CES changes, certain leadership training opportunities which had been traditionally promoted and/or required are now being phased out as the Army transitions to the new CES curriculum. Some of the current courses have been or will be phased out. Some of these affected courses are indicated below with an asterisk (*) and their current/anticipated future status is noted. Visit the Army-wide Leadership Training Section (beginning on page 75 of this catalog) for additional course offerings available to Army workforce members. Updates to the CES transition plan and new course development status will be posted through the Army's Civilian Personnel OnLine Web site at www.cpol.army.mil, and the 2006 AETE Catalog (and this Appendix) will be updated accordingly.

Army Competitive Professional Development (CPD)

CPD is defined as functionally tailored, significant developmental opportunities that occur in academic (university) programs, Training-With-Industry (TWI) and/or planned developmental assignments that have been documented in the respective ACTEDS plans. The programs covered include university programs; developmental assignments; TWI; the Army Comptrollership Program; the Army Congressional Fellowship Program; the Logistics Executive Development Program; the Secretary of the Army Research and Study Fellowship; the DoD Professional Enhancement Programs; the Advanced Resource Management Course (Syracuse); and the Professional Military Comptroller School (Maxwell Air Force Base). Nominees must be serving in or registered in a career program with career status appointments, Schedule "A" excepted appointments without time limitation or excepted appointments in the Defense Civilian Intelligence Personnel System (DCIPS). In addition, nominees must have a minimum total of three years service in any one or a combination of such appointments.
*Army Intern Leadership Development Course (ILDC) (continues until 30 December 2007)

The purpose of ILDC is to provide interns with an understanding of the structure of the U.S. Army, the Army's leadership competencies and a familiarization with their emerging roles as tomorrow's leaders. It must be completed by all central and local interns prior to graduation from the intern program. Five days in duration, it is taught by Civilian Leadership Training Division (CLTD) facilitators at regional training sites. More information is available at the CLTD Web site, http://www.cgsc.army.mil/cal/cltd.

DOD Executive Leadership Development Program (DELDP)

The DELDP is designed especially for highly motivated DOD employees who have demonstrated outstanding leadership potential. DOD has a variety of programs that provide training and education for tomorrow's leaders; however, only DELDP provides participants with an extensive exposure to the roles and missions of DOD. DELDP also provides participants with an increased understanding and appreciation of today's warfighters. Warfighters speak of being at the "tip of the spear" and DELDP provides experiences that will give participants a greater understanding of what it is like being at the "tip of the spear." Civilians in grades GS/GM 12-14/payband equivalent are eligible to apply for this program. Visit CPOL online for additional information about this program at http://cpol.army.mil/library/train/catalog/ch04deldp.html.

Executive Leadership Development Program (ELDP)

The ELDP provides participants with extensive exposure to DOD's roles and missions. It also provides participants with an increased understanding and appreciation of today's warfighters. In addition to seminars in Washington D.C. where experts in defense, foreign affairs, and politics address ELDP in classes, and participants have intensive hands-on field experience at military installations around the country as well as overseas. ELDP is designed specially for highly motivated DOD employees who have demonstrated outstanding leadership potential. Participants must have initiative, professional excellence, community involvement, a commitment to public service and integrity. Each class consists of approximately 60 participants in grades GS/GM 12-13/payband equivalent. Visit http://www.cpms.osd.mil/eldp/index.html for additional information

Defense Leadership and Management Program (DLAMP)

The DLAMP is a systematic program of "joint" civilian leader training, education and development across DOD. It provides the framework for developing civilians with a DOD-wide capability to serve in key leadership positions. To the degree consistent with applicable statutes and regulations, DLAMP participants are the primary source for filling DLAMP positions. Eligible DLAMP participants and graduates receive priority consideration for DLAMP-designated positions once those positions become vacant. As a condition of selection and development, participants must be organizationally and occupationally mobile. They may also be required to be geographically mobile. They are evaluated annually, according to criteria developed by the DLAMP Council, and have to meet continuing education requirements. DLAMP participants must complete the following four elements of the program successfully: a career-broadening rotational assignment of at least 12 months; at least three months of professional military education (PME) with an emphasis on national security decision-making; a minimum of 10 advanced graduate-level courses on subjects and issues facing defense leaders; and component- and occupational-specific development courses, as appropriate. More information about this program can be found at DLAMP's Web site located at www.cpms.osd.mil/dlamp.

Army AL&T Rotational Assignments

DAWIA and DOD policy encourage acquisition workforce development through experiential assignments in multiple functions and organizations. In support of this emphasis, USAASC has developed several voluntary competitive programs that support broadening opportunities locally and outside of one's geographic area. Several of these programs are cited below and additional details on these and others can be found in this AETE under Experiential and Developmental Opportunities.

The USAASC's **CDG/AAF** Program is a three-year developmental program

that offers board selected Army AL&T Workforce applicants expanded training, leadership, experiential and other career development opportunities. CDG/AAF program participants are "best-qualified" applicants who are selected through a competitive selection board process hosted by the Army Human Resources Command. Selectees are assigned to centrally funded positions on the USAASC Table of Distribution and Allowances for a 3-year period. If selected, they are provided centrally managed education, experience and training opportunities designed to provide career and leadership development assignments in a structured, high-visibility program. This program is announced annually by the Army Human Resources Command at https://www.hrc.army.mil/site/active/index2.asp. Full CDG/AAF Program details can be found at http://USAASC.army.mil/programs/cdg/default.cfm.

The USAASC is pleased to announce the ongoing development of a new pilot program, the **Civilian Operational Experience Program** (COEP). This program will assist in the "greening" of Army AL&T Workforce members on the mission of Army Soldiers. It clearly presents the AL&T Workforce with existing operational and formal training opportunities, courses, educational materials and useful Web sites. The COEP will better prepare and educate newly indoctrinated AL&T Workforce members so that they can increase their level of support to our Soldiers, today and in the future. Additional details on this emerging program will be posted when available.

Suggested Leadership Training Courses

The following listing identifies additional online leadership training events. The principal providers for the events listed are Go Learn (formerly known as USA Learning) and Army e-Learning. Army e-Learning is a valuable source, where, at no cost to the individual or their organization, all active duty Soldiers, members of the National Guard or Reserves, Department of the Army civilian employees, and United States Military Academy (USMA) and Reserve Officers' Training Corps (ROTC) cadets are authorized to access over 1,500 information technology, business skills and interpersonal skills courses from any location, around the clock (24/7). You must have an AKO account in order to access Army e-Learning opportunities and then complete your registration through the Army Training Requiremnets and Resources System (ATRRS) (you do not need an ATRRS Login/Account to register). Be sure to browse the Army e-Learning Course Catalog to see the full range of courses available. A second source for similar online leadership training is Go Learn. The Office of Personnel Management considers Go Learn the official learning and development site for the U.S. Federal Government (www.golearn.gov). The Go Learn Web site recently converted from offering a free service to requiring a fee-for-service. In order to gain access to any government-owned courses on www.golearn.gov, your organization must first purchase access to the system. Please visit the Go Learn website for additional access and cost details. Any funding required for

these events are the responsibility of the employee's organization. The planning for and approval of these and other training events should be accomplished via the employee's IDP.

The focus of each of the specific offerings in this Appendix is keyed to the applicable ECQ competencies addressed earlier in this text and considered vital for senior executive positions.

Competency Addressed: Creativity and Innovation

1. Creativity and Innovation: Increasing Personal Creativity
In this course, you will learn how to mentally and physically prepare for creativity, how to incorporate innocence, intuition, and adventure into creative thinking, and how to use creativity to generate ideas and solve problems. You will also learn exercises for preparing the mind and body for creative thinking, as well as the most common ways creativity is incorporated into problem solving.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

2. Creativity and Innovation: Thinking Creatively
In this course, you will learn to use your creative thinking skills to make beneficial changes in your organization. This interactive multimedia training program provides you with the opportunity to recognize which personal experiences enhance creativity, develop your creative potential by allowing incubation time and identify new ways to foster a climate of creativity within your organization.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

3. Generating Creative and Innovative Ideas
This course is designed to help you to boost your creative toolbox. You will look at team methods of fostering creativity and innovation in the workplace, such as brainstorming and the Nominal Group Technique. Then you will explore importance of conflict and how nature and history can help you in your quest for greater creativity.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

4. Frontline Leadership: Positively Influencing Workplace Culture
In this course, you will learn the factors that determine workplace culture and how to address and lead your employees through challenging changes in that

culture. You will also learn styles of frontline leadership, guidelines for addressing negative attitudes and situations, and ways to inspire employee innovation.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

5. Brainstorming and Promoting Creative Thinking
This course is geared to help participants make creativity part of their everyday life by breaking down creative barriers in their work environments, and establishing new norms that wake up their creativity. It shares brainstorming processes and tools and exercises that encourage people to think "outside the box." Finally, this course suggests simple ways to fan curiosity and fuel divergent thinking -- the ingredients that go into producing creative solutions.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

6. Implementing Creative and Innovative Ideas
During this course, you'll find out how to manage the entire implementation process, from prototyping and gaining stakeholder approval to maintaining momentum and enthusiasm. Leading the team through this challenge will also be vital. You'll learn more about how to complete the creative cycle: how to secure buy-in and managing the launch, what to do with old ideas and how to maintain creative momentum in the future.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

Competency Addressed: Continual Learning

1. Continuous Learning for Tomorrow's Managers
This course examines important insights concerning trends in demographics of the workforce and how those changes will affect your bottom line. You will learn adaptive strategies for attracting and retaining your future workers. You will discover how to turn your activity into a learning organization – a powerful, change-ready work force that "whets their intelligence on that of the others."
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

2. E-Learning
This course focuses on the basic question, "What is e-Learning and what can it do for me?" In this course, you will find out how you can use this essential training tool to maximize your learning experiences, keep up-to-date with the latest and greatest content, and evaluate, plan and implement what you have learned.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

3. The Potential of Self Directed Learning
In this course, you will find out what you can do to take control of your own skill and career development. Learn to identify resources, build relationships, assess your organization's support for self-directed learning, and manage and assist other self-directed learners and self-directed teams.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

4. Knowledge as Strategy: Performance Improvement
In the 21st century – the Knowledge Age – corporations will see workers as intellectual capital. Workers themselves, rather than just information, will become the resources that allow organizations to respond quickly and effectively to rapid change. Learning is at the core of these demands – whether it's learning a new skill, knowing how to manage existing and new knowledge, or creating organizational structures that support continuous learning. This course introduces learners to a new focus on performance improvement based on knowledge as the competitive advantage.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

5. Successful Lifelong Learning
Today's successful individual understands that the business world is constantly changing the way people work and the way work is accomplished. In this course, you will learn the meaning and importance of the terms lifelong learning, self-directed learning, continuous learning and knowledge worker. You will discover lifelong learning strategies can enable you to develop your work skills and to manage your professional development.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

6. Putting Knowledge to Work
Knowledge, like a machine, must be used to create something positive for your company. If not, it's wasted. Unlike a machine, the beauty of knowledge is that it can be used, leveraged and applied without diminishing. The key is to find the knowledge in your company, share it and leverage it. This is the process that will

really bring you and your organization the results you want.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

Competency Addressed: External Awareness

1. Strategic Management-Planning
This course focuses on the planning phase of strategic management, which includes defining company mission, performing internal analysis and evaluating the external environment.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

2. Federal Government Industry Overview
This course will provide you with an understanding of how the government works with businesses, the regulatory and business factors driving change, the challenges facing the implementation of e-government, and strategic management and enterprise solutions.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

3. Globalization and Our Changing World
This course provides you with a "big picture" view of globalization. You will be introduced to the trends that have opened the doors to a global economy and the factors that drive corporate globalization. You will also learn about the major trade agreements that pave the road to global commerce.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

4. Challenges of the 21st Century
In this course, you'll learn how evolving work environments affect leadership. You'll explore the implications of 21st Century trends like virtual employees and portable assets, and learn how you can meet the leadership challenges they present. Additionally, you'll learn about the values of intellectual assets and how you can maximize your infrastructure assets. The course concludes with leadership strategies for e-Business.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

5. Cross Generational Workers in the 21st Century
The course's first lesson identifies the contributions each generational group makes to the workplace today. Contributions will center on the concepts of outlook, work ethic and preferred leadership style. The second lesson in the course focuses on the training needs of the generational groups that will foster their success in the workplace of the new century. The generational groups' learning styles will be tied into the training needs. The third and final lesson focuses specifically on the future: competing in the work force in the new century. Topics in this lesson will be cross-generational management, cross-generational teams and future workplace trends.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

Competency Addressed: Flexibility

1. Keeping Your Balance
You will learn to recognize opportunities in changing circumstances. You'll achieve this by becoming accustomed to transitions and discovering ways of improvising as change occurs, including the invaluable role of partners. Above all, these skills will allow you to maintain your balance in rough seas.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

2. Leading Through Change
Knowledge of how to challenge processes, a realization of the attitudes and behaviors that accompany change and a willingness to do the necessary work is all it takes. You can learn about each of these areas in this course, which will teach you how to lead through change.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

3. Discovering Balance
In this course, you will discover what constitutes everyday balance, and assess your own life in terms of these key elements. Because a successful "balancing act" is an ongoing process, this course also provides you with the tools necessary to recognize the warning signs of imbalance. Once established, all of these tools will help you define boundaries and begin to establish balance in your life.
Provider: Army e- learning (register via AKO)
Method: Online
Cost: FREE

4. Making the Change
This course will assist you in doing all the necessary work involved in change and walk you through the six stages of personal change. Upon completion, you'll be equipped to handle the organizational change that comes your way.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

5. Communication and Reinforcing Change
In this course, you'll learn techniques for communicating your vision effectively. You'll also discover how to empower your employees by removing change barriers and providing the training that's necessary for complete alignment. In addition, you'll become skilled at using short-term wins to foster commitment and you'll know what it takes to anchor your change initiative and replace your old corporate culture.
Provider: Army e-learning (register via AKO)
Method: Online
Cost: FREE

6. Being Prepared for Change
This course focuses on the mental attitudes and behaviors you need to develop in order to take advantage of the opportunities for personal growth that can accompany organizational change.
Provider: Army e-learning (register via AKO)
Method: Online
Cost: FREE

Competency Addressed: Resilience

1. Committing to Self
You will discover the keys to a lifestyle that will not only make you more efficient, better directed, and successful in your professional life, but bring a complementary improvement in your personal life as well. You'll achieve this by analyzing your present dietary habits and exploring tips from expert nutritionists, assessing the best form of exercise for yourself, and recognizing how to recharge your batteries in the long and short term.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

2. Time Management: Planning Your Day
In this course, you will learn how to manage your time on a day-to-day basis in a way that will increase your productivity. The program covers how to develop a daily plan, how to manage technology, and how to say "no" to doing too much. The program focuses on planning, scheduling, and concentration skills. You will also learn how to handle e-mail, the internet, and the telephone productively.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

3. Coping with Stress
You'll explore ways to anticipate for stressful situations in order to reduce their disruptions on your life. Sometimes it's just our own negative thinking that creates anxiety in our lives. In this course, you'll employ time-tested methods of diffusing these negative thoughts. By the time you're finished integrating these lessons, you'll have the tools to keep stress in check.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

4. Success Over Stress
This course will show you the difference between pressure, which spurs you into action and helps you to perform at your peak, and stress, which impedes your performance and has long-term health implications. Stress is produced by your own feelings and reactions to certain external events, rather than by the events themselves. This means that once you recognize how you respond to certain situations, you can change your response to one that is more helpful and productive.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

5. Balancing your Professional Life Simulation
Focus in this course will be on recognizing the sources of stress and applying effective techniques to manage both personal stress and the stress of others, while optimizing your role as team leader. Explore mode is particularly useful in this simulation and you are encouraged to experiment with your choices to get a full range of experiences that will leave you well-versed in the art of stress management in a work environment.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

6. Managing Workplace Stress
This course will show you how to manage stress on the job to increase satisfaction and productivity.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

Competency Addressed: Service Motivation

1. Coaching in a Stress Oriented Culture
Discover the important distinction of becoming a truly great coach instead of a manager. You will create the environment that transforms the performance of the team for the most rewarding results.
Provider: Army e-learning (register via AKO)
Method: Online
Cost: FREE

2. Fundamentals of Exceptional Customer Service
This course is designed to take your goals beyond merely satisfying the customer to creating customer loyalty. The training takes aim at outdated modes of thinking and establishes the building blocks for a service mentality that increases customer commitment and profits. Learn how to develop service standards and track their effectiveness. Most importantly, by the end of the course you'll be able create your own customer-focused philosophy.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

3. Excellence in Service: Fundamentals for Employees
This course will help you develop the skills needed to effectively relate to customers, fulfill their basic needs and exceed their expectations. You will be provided with opportunities to differentiate between internal and external customers, take ownership for customers' needs and make sure your customers are completely satisfied.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

4. Excellence in Service: Building Lasting Customer Relationships
You will learn how to build ongoing customer relationships by identifying and delivering a solid value proposition to your customers. You will then understand how to add value by increasing customer responsiveness, promoting customer knowledge and developing customer loyalty. You will learn how to build on customer loyalty by focusing on both the rational assessment, as well as emotional attachment, to your product or service.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

5. Service Success
Helps managers build service capabilities across the organization, and strategically leverage those capabilities to improve customer loyalty and fuel profits and growth. Shows managers how to use the Service Profit Chain.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

Competency Addressed: Strategic Thinking

1. Strategic Management - Analysis and Choice
In this course, you will learn the basic ideas of long-term objectives, generic strategies and grand strategies. Then you will learn how to analyze and choose strategies by using various techniques. By choosing the right strategy, your company will be more effective at building sustainable competitive advantages as well as maximizing shareholder value.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

2. Strategic Management — Developing a Successful Process
You will learn how to identify the components of an effective planning document, what strategic planning roles are necessary from key personnel and how to apply guidelines to make a strategic plan successful. You will also learn how to recognize the qualities of effective mission and vision statements and how to apply guidelines to secure acceptance for the strategic plan. In addition, you will also learn how to implement, execute and monitor a strategic plan.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

3. Strategic Management - Planning
This course focuses on the planning phase of strategic management, which includes defining company mission, performing internal analysis and evaluating the external environment.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

4. Strategic Management — Analyzing Strategic Options
You will learn how to identify the reasons to conduct a strategic analysis, how to recognize the elements of the SWOT acronym (strengths, weakness, opportunities and threats), and how to identify the components of the internal and external environments. You will also learn how to apply the value chain analysis to evaluate the internal environment, how to perform the steps to analyze the external environment, and how to identify the levels of strategy. In addition, you will learn how to formulate the appropriate strategy.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

5. Strategic Management — Establishing Strategic Force
You will learn how to apply the appropriate terms and language to strategic management situations, who should perform the strategic management process and how to recognize important issues when organizing a strategic management plan. You will also learn how to apply the steps of the strategic management process, how to encourage decision making and how to apply the decision-making process.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

6. Strategic Management — Corporate Implementation
This course focuses on the corporate implementation phase of strategic management and the three steps involved in corporate implementation. The steps covered in this course help managers at all levels keep daily decisions and actions consistent with the long-term strategic process.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

Competency Addressed: Vision

1. Change Leadership
In this course, you'll gain an understanding of why change initiatives fail and you'll become familiar with the specific challenges of change. You'll walk through three specific stages of change leadership: establishing a sense of urgency, putting together the change coalition and developing the change vision. Once you've mastered the skills in this course, you'll have a clear idea of what it takes to initiate the change process in a manner that ensures success.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

2. Communicating and Reinforcing Change
In this course, you'll learn techniques for communicating your vision effectively. You'll also discover how to empower your employees by removing change barriers and providing the training that's necessary for complete alignment. In addition, you'll become skilled at using short-term wins to foster commitment and you'll know what it takes to anchor your change initiative and replace your old corporate culture.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

3. Creating a Business Execution Culture
A business execution culture starts with an organization's leaders and trickles down to virtually every level of the company. This course contains powerful information to help you create an execution culture in your organization. Whether you're a senior manager or the manager of a small business unit, you can do your part to create an execution culture in your company.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

4. Communicating a Shared Vision
Communicating your vision gives purpose and meaning to the work that people do, and pursuing and accomplishing that vision with a sense of integrity builds trust in you as an individual and as a leader. This course will teach you how to communicate a shared vision and get action on that vision across all sectors of your working environment.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

5. Managerial Leadership: Creating a Vision
In this course, you will learn the importance of organizational leadership and how leaders guide organizations toward vision fulfillment. You will learn questions to ask when defining an organization's vision, basic steps to complete when drafting a vision statement and guidelines for communicating the vision. In addition, you will learn steps for setting goals that are aligned with an organization's vision.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

Competency Addressed: Managing Conflict

1. Managing Conflict in the Organization
As a manager, you will inevitably have to sort out some of the conflict that occurs in your organization. Sometimes this will be between individuals, but often it will be between teams or even departments. The different nature of these conflicts is likely to require different approaches and there are also likely to be a range of particular demands on you in the way that you manage the conflicts. This course will teach you how to implement these approaches and deal with such demands.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

2. Conquering Conflict through Communication
Communication is more than what you say. It's what you don't say, how you listen to others and how you listen to what you say. At the end of this course, you'll have the skills you need to listen actively, use feedback in your teams, sen-

sitively communicate verbally and nonverbally, and assume the best of your team members.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

3. Understanding Conflict
This course is geared to give learners a thorough understanding of conflict through a wide variety of everyday examples. Upon completion, learners will understand the primary reasons conflicts occur and realize that conflict often produces positive changes that can actually benefit them and their organizations. They will learn to watch out for conflict escalation, recognize conflict and use three unilateral conflict-resolution strategies to put an early end to conflict.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

4. Resolving Conflict through Problem Solving
This course gives learners a proven approach they can easily use whenever a conflict situation arises. This is an entire system of skills and techniques, based on detailed studies and proven psychological principles. Learners will understand how to implement the most important facet of conflict resolution. They will know how to strike the right balance between being firm and being conciliatory.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

5. Communicating with Difficult People: Handling Difficult Co-Workers
In this course, you will learn how to define difficult co-workers, cope with their difficult behavior and resolve conflict caused by the negative behavior. You will also learn the proper methods to address each difficult personality type, the appropriate techniques to use to cope with and manage difficult behavior, and the steps that create the conflict resolution process.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

Competency Addressed: Integrity/Honesty

1. A Manager's Introduction to Business Law
This course introduces managers to the fundamental concepts of business law. The relationship between business ethics and law is explained and how managers serve as vital role models for demonstrating ethical business practices. This course also presents the basis and structure of the U.S. legal system and introduces relevant areas of business regulation. It outlines management's legal re-

sponsibilities and presents practical strategies for researching legal resources, for supporting legal counsel and for proactively avoiding legal complications.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

2. Conflicts of Interest
This course will provide you with the fundamental skills that will enable you to identify potential conflicts of interest and develop a policy to help your employees understand how to ensure the integrity of the company by avoiding, managing and resolving such conflicts.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

3. Business Continuity Planning, Law and Ethics
This course will discuss business continuity planning, computer crime and the law, and the ethical issues associated with information system security.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

4. Business Ethics: Managerial Business Ethics
You will learn about common managerial ethical issues, as well as ways to proactively ensure ethicality in the workplace and address subordinates' ethical issues. You will also learn causes of unethical behavior, how to recognize unethical behavior and how to end unethical behavior in the workplace.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

5. Managerial Business Ethics
In this course, managers with decision-making responsibility will explore ethical issues and will acquire specific skills for creating and maintaining an ethical work environment.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

Competency Addressed: Leveraging Diversity

1. Americans with Disabilities Act
This course explains the concepts, requirements and practical application of the American with Disabilities Act. Although employees of the federal government are not directly protected by the ADA, they are covered by the Rehabilitation Act

of 1973. While there are differences between the two laws, for the purposes of managers and supervisors, the provisions and requirements are substantially similar.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

2. Managing Across Difference
This course assists managers in successfully meeting a wide range of diversity challenges and transforming them into strategic opportunities. It addresses both traditional diversity issues of gender and race as well as differences in function, perspective and work style, and shows managers how to channel these differences to positively impact performance, productivity and innovation.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

3. Workplace Diversity
In this course, you will learn what diversity is and how the demographics of the workforce and the marketplace affect your organization and how it does business, both internally and externally. You will find a growing understanding of how diversity might be valued in your organization and the impact that diversity may have already had on your organization.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

4. Diversity: What Managers Should Know
You will learn fundamental facts about diversity, as well as what approaches have commonly been used to address diversity. In addition, you will learn how to overcome common barriers to diversity, such as discrimination, and how to communicate effectively in a diverse workforce.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

5. Diversity in the Workplace
Employees will learn what diversity is and how it influences their relationships with others. They will learn to differentiate between and overcome stereotyping, prejudice and discrimination, and acquire the communication skills they need to build on the advantages that a diverse workplace offers.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

Competency Addressed: Team Building

1. The Manager as Coach and Counselor
Coaching is what cultivates employee growth and loyalty. In this course, you'll learn to take employees from adequacy to excellence. This course explores four coaching styles and the methodology to use them all. You'll also discover techniques to overcome employee resistance.
Provider: Army e-learning (register via AKO)
Method: Online
Cost: FREE

2. Dealing with Team Conflict
This course gives the insight to the team leader to play his role to its full potential for improving quality, productivity, flexibility and innovation. Team leaders must learn to skillfully manage group discussions, internal conflicts and issues of team accountability so that these activities yield good results that are supported by the whole team and build group relations rather than destroy them.
Provider: Army e-learning (register via AKO)
Method: Online
Cost: FREE

3. Teamwork and Emotional Intelligence
The glue that holds today's work teams together is made up of social competence, the ability to influence others, participation and collaboration. These skills, combined with a willingness to develop the team, are the hallmarks of effective teams that will be discussed in this course.
Provider: Army e-learning (register via AKO)
Method: Online
Cost: FREE

4. Harnessing Collective Knowledge
In this course, you will gain an understanding of what knowledge work is all about, and you'll discover how to successfully create and sustain your knowledge work teams. Additionally, you'll become aware of how knowledge workers and knowledge teams can foster innovation and creativity in your organization.
Provider: Go-Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

5. Foundations for Building Effective Teams
To create and maximize participation and collaboration, a team leader must learn to build team identity, commitment and trust, both in the leader and in team mem-

bers. The team leader must learn to skillfully manage group discussion, problem solving and decision making so that these activities yield good results that are supported by the whole team.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

Competency Addressed: Accountability

1. An Essential Guide to Giving Feedback
The purpose of this course is to enhance your skills in giving honest and constructive feedback. The course begins by exploring the nature of feedback and then develops a practical approach to the feedback process. Giving feedback is not always straightforward, however, and so the final part of this course looks at barriers to giving feedback and strategies for dealing with situations where your feedback is challenged.
Provider: Army e-learning (register via AKO)
Method: Online
Cost: FREE

2. Putting Knowledge to Work
Knowledge, like a machine, must be used to create something positive for your company. If not, it's wasted. The key is to find the knowledge in your organization, share it and leverage it. This is the process that will really bring you and your organization the results you want.
Provider: Army e-learning (register via AKO)
Method: Online
Cost: FREE

3. Knowledge as Capital
Understanding where the knowledge is in your organization is one of the first steps in leveraging it for profitability and growth. In this course, you'll explore the three kinds of knowledge capital in every organization: human, structural and relationship. You'll learn about each kind of capital, how to measure it and how to start managing it to help your company.
Provider: Army e-learning (register via AKO)
Method: Online
Cost: FREE

4. Achieving Success without Authority: Focusing on Results
This course emphasizes the importance as well as the actions necessary to stay focused on achieving results. Each employee within an organization must maintain focus on achieving results and the importance it has to the organization. Employees must understand that even without authority they still have influence to the success of company goals. Employees must harvest their influence and use it

appropriately to their advantage.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

5. Achieving Success without Authority: Personal Accountability
This course emphasizes the importance as well as the actions necessary to stay focused on achieving results. Each employee within an organization must maintain focus on achieving results and the importance it has to the organization. Employees must understand that even without authority they still have influence to the success of company goals. Employees must harvest their influence and use it appropriately to their advantage.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

6. Continuous Performance Assessment
This course shows you how to make performance appraisal a continuous process. The course examines the common evaluation methods — which most organizations use to evaluate performance data — including how to successfully use self-evaluation data in the assessment. This course is designed to change appraisal into a positive experience for both manager and worker by emphasizing and detailing the preparatory steps that make appraisal into a more ongoing and valuable process.
Provider: Army e-learning (register via AKO)
Method: Online
Cost: FREE

7. A Manager's Primer for Ensuring Accountability
This course is designed to enhance your ability to communicate a philosophy of continuous improvement, what you expect of your staff and what they must expect of themselves. This is a primer on multiple approaches to performance appraisal. It's much easier to hold employees accountable for their work if they know exactly what's expected, and more importantly, why it's expected.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

Competency Addressed: Customer Service

1. Fundamentals of Exceptional Customer Service
This course is designed to take your goals beyond merely satisfying the customer to creating customer loyalty. The training takes aim at outdated modes of thinking and establishes the building blocks for a service mentality that increases customer commitment and profits. Most importantly, by the end of the course you'll be able create your own customer-focused philosophy.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

2. Excellence in Service: Providing Superior Customer Service
You will learn how to develop and maintain a positive attitude, show extra attentiveness to your customers and use customer-friendly language. In addition, you will learn how to effectively solve customers' problems and benefit from their complaints.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

3. Excellence in Service: Creating Customer Loyalty
You will learn how to create a customer service climate and dedicated employees, as well as how to provide memorable service on a regular basis. In addition, you will learn how to understand your customers' experiences, encourage loyalty from them and form a partnership with them.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

4. Excellence in Service: Creating an Exceptional Service Environment
You will learn how to create the necessary foundation to help employees deliver exceptional customer service. You will learn steps for writing your customer service vision statement, as well as suggestions for ensuring that the appropriate processes and systems are in place to support exceptional customer service.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

5. Excellence In Service: Building Lasting Customer Relationships
You will learn techniques to help you select qualified employees and how to conduct an interview. You will also learn how to train and empower your employees

and how to reinforce and recognize their desirable behavior.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

Competency Addressed: Decisiveness

1. Decisions and Risk
This course sheds light on the decision-making process by moving from practical methodologies to decision-making intelligence. Build both quality and commitment into your decision-making process by incorporating the information in this course.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

2. Dynamic Decision Making
The objective of this course is to turn you and others in your organization into dynamic decision makers. You'll gain the skills necessary to avoid the psychological pitfalls that adversely affect decision making. When you use the decision-modeling techniques presented here, you'll enjoy enhanced accuracy and, hence, business confidence.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

3. Problem Solving: Foundations
Solving problems and making decisions are two of the most important aspects of any job. This course is designed to provide you with the foundations required for successful problem solving. Two keys to successful problem solving are your ability to assess your own level of decisiveness, and building your problem-solving skills. This course gives you the tools you need to tackle work problems, providing both a conceptual and practical foundation for successful problem solving.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

4. Decision Making
This course will improve decision making skills and the results those decisions produce. Managers learn to simplify complex decisions, hone managerial instincts, and avoid common thinking biases that distort decision-making. There is no such thing as a decision that doesn't count.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.

Method: Online
Cost: Check with provider

5. Decision Making and Problem Solving: Decision Making Fundamentals
This course will help you make better decisions especially in those areas which will have the greatest impact on the business and understand the best style to use in every situation.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

Competency Addressed: Entrepreneurship

1. Initiating a Succession Plan Simulation
This simulation involves a hypothetical market research firm that provides consulting, market analysis, strategic planning and technology forecasting services. The company relies on a highly skilled research and production staff to collate data, analyze markets and write reports with extremely short turnaround times. More often than not, these studies are pre-marketed, so late deliveries or aborted projects can be quite costly. Thinking beyond the short-term, you realize that a succession program is necessary and go to HR for help to establish one for your department.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

2. Strategic Planning and Risk Management
Understanding how to excel in a climate of risk using strategic planning is crucial in today's business environment. This course will help you analyze where your business is going and how it should get there. This will help you successfully navigate the dangers inherent in risk taking. Minimizing your risk through strategic planning is planning for your success.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

3. Supply Chain Planning and Inventory Management
In this course, you will learn how to how to achieve a strategic fit between your supply chain management and competitive strategies. Once your strategies are determined, you will learn about the forecasting and planning processes. Finally, you will discover different types of inventory management and how to maintain optimal levels of inventory across the supply chain.

Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

3. Business Problem Solving: Critical Thinking and Information Analysis
In this course you will learn about critical thinking and the steps you can take to improve your reasoning abilities. You will also learn techniques for quantitative and financial analysis and forecasting, as well as the fundamentals of qualitative analysis and creative thinking.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

4. Implementing Innovation
This course shows you how to promote and execute innovative ideas.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

5. Risk Management
This course describes features of risk management and the role of stakeholders involved in risk management. It also covers the risk mitigation process, which helps prioritize, evaluate and implement appropriate security controls recommended in the risk assessment process. The course also outlines the steps involved in the risk assessment process, which help determine potential threats and risks to an IT system. Finally, it outlines the best practices that can help the learner develop an effective risk management plan. After completing this course, the learner can perform risk management for an IT system.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

Competency Addressed: Problem Solving

1. Framing the Problem
This course is designed to help you effectively frame problems so that you're sure your line of sight is aimed straight toward the solution. You'll discover how to recognize and gather information about a problem so that all contingencies are accounted for and all subtleties considered. You'll also explore specific strategies for getting to the heart of any problem and learn dynamic techniques for

framing that problem so that success is greatly enhanced.
Provider: Army e-learning (register via AKO)
Method: Online
Cost: FREE

2. Decision Making & Problem Solving: Problem-Solving Fundamentals
In this course, you will develop your problem-solving skills. This interactive multimedia training program provides you with opportunities to identify barriers to effective problem solving, determine the underlying causes of problems and recognize how poor problem solving affects an organization.
Provider: Army e-learning (register via AKO)
Method: Online
Cost: FREE

3. Problem Solving and Decision Making
In this course, you'll learn the skills necessary to first set the stage for group problem solving and decision making by recognizing the components of an effective team. You'll explore valuable strategies for improving group effectiveness — strategies that will enable you to move past groupthink and other obstacles and towards team productivity. This course will show you why and how to make the most of the advantages inherent in group problem solving and decision making.
Provider: Army e-learning (register via AKO)
Method: Online
Cost: FREE

4. Generating Alternatives in Problem Solving
This course is designed to equip you with numerous and productive alternative generation strategies that will enable you to draw from a pool of expanded options. By so doing, you'll better recognize and act on the best possible business choice. You'll explore ways to begin generating alternatives and get into the flow of enlarging your store of possible solutions.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

5. Resolving Conflict through Problem Solving
This course gives learners a proven approach they can easily use whenever a conflict situation arises. This is an entire system of skills and techniques, based on detailed studies and proven psychological principles. The skills taught are practical and presented with humor and sympathy. They are adequately complemented with everyday examples that you can easily relate to. Learners will understand how to implement the most important facet of conflict resolution.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

Competency Addressed: Influencing/Negotiating

1. Communicate for Results
This course gives a practical demonstration of how to communicate for best results in three common, but sometimes difficult, situations. First, you will learn the communication skills required to ensure the collaboration and cooperation of your colleagues and peers when you are working as a member or as a leader of a project team. Second, this course will outline the communication required to maintain customer relationships during sensitive situations. Third, you will learn how best to present information to your managers.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

2. The Master Negotiator
In this course, you will discover ways to develop mastery in negotiation. You will also become familiar with methods of positively influencing others and assuming a power stance. Effective habits of master negotiators are presented along with a tool kit of sure-fire negotiating tips.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

3. Negotiating: The Negotiation Process
This course will teach a process and guidelines to follow to conduct a successful negotiation, as well as guidelines to facilitate communication during a negotiation. You will also learn the types of questions you should ask during a negotiation and how to respond to questions posed by the other party. In addition, you will learn the different negotiation styles and examples of situations for which each style is appropriate.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

4. Negotiating for Results Course
This course enhances core negotiation skills and helps managers build and preserve the relationships that are so critical to your organization's success. It helps managers master the art of the deal and build successful relationships with customers, suppliers, competitors and business partners.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

5. Negotiating: Advancing Negotiating Tactics
In this course, you will learn a process for gaining control in a negotiation and specific questions you can ask to control a negotiation. You will also learn about the various negotiation tactics and how to respond to each tactic. In addition, you will learn examples of unethical negotiation tactics and what to do when faced with a party that uses unethical tactics.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

Competency Addressed: Human Resources Management

1. Getting the Workforce Your Company Needs
This course examines both the legal guidelines and the procedures for recruiting, interviewing and selecting qualified employees. Special emphasis is given to legally-mandated requirements for providing equal opportunities for women and minorities in this process and for creating a workforce that is prepared to receive them and maximize their potential.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

2. Critical Parameters for Evaluating Candidates
This course deals with the twelve critical areas on which candidates must be evaluated in any successful interviewing process. Questions to probe the candidate on each of these twelve areas are suggested and sample answers are presented to illustrate the cues that interviewers can pick up from the answers. At the end of this course, the learner will be able to make better informed judgments on the suitability of a candidate for any position.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

3. The Climate for Performance
This course will provide the learner with the terminology and concepts of the major motivation theories, performance management technology and learning approaches that enable improved human performance. The course will overview various methods to help understand the factors that encourage and inhibit good performance and which provide several theoretical foundations to analyze, solve and evaluate these efforts to improve performance.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

Competency Addressed: Oral Communication

1. Communications Skills for Leadership
In this course, you will learn what the requirements of leadership are, how to communicate your suitability for the role and how to communicate with those you lead.
Provider: Army e-learning (register via AKO)
Method: Online
Cost: FREE

2. Communicate for Results
This course gives a practical demonstration of how to communicate for best results in three common, but sometimes difficult, situations. You will learn the communication skills required to ensure the collaboration and cooperation of your colleagues and peers when you are working as a member or as a leader of a project team. This course will also outline the communication required to maintain customer relationships during sensitive situations, such as when customers make a complaint or you must deny their requests. Finally, you will learn how best to present information to your managers.
Provider: Army e-learning (register via AKO)
Method: Online
Cost: FREE

3. Basic Presentation Structure
To be truly effective, a presentation must be more than the sum of its parts. Whatever the specific objective of your presentation, strong preparation and proper organization are your keys to success. This course is designed to help ensure that you're ready to meet that challenge.
Provider: Army e-learning (register via AKO)
Method: Online
Cost: FREE

4. Effective Presentation Delivery
You may know your presentation subject inside and out, but do you know how to effectively deliver what you know? Do you know what proper presentation attire is? What role do your voice and your body play in improving the effectiveness of your presentations? How do you overcome your natural anxiety about speaking in public and make that nervous energy work for you? You'll find the answers to these questions in this course. You'll explore the effect a presenter's appearance, attitude and energy has on an audience. You'll learn how to use your voice to enhance the effectiveness of your presentation, as well as how to use your body to enliven your delivery. Finally, you'll be shown ways to identify, eliminate and use your fears and anxieties to improve your delivery.
Provider: Army e-learning (register via AKO)
Method: Online
Cost: FREE

5. Foundations of Presentations
Great mathematicians had to start like the rest of us, learning basic computation. Famous writers had to learn the basics of grammar, punctuation and sentence structure before moving into the spotlight. So like any other strong skill set, your ability as a successful presenter will need to begin with an understanding of the fundamental principles of presentation. In this course, you'll learn the value of understanding presentation as an effective way to communicate in the business world. The course will show you how to strategize the framework for your presentation, as well as teach you how to most efficiently use source material and information to add muscle to the framework. Finally, you will be shown the importance of planning to the success and effectiveness of a presentation.
Provider: Army e-learning (register via AKO)
Method: Online
Cost: FREE

6. Enhancing Your Listening Skills
Effective listening helps you to know what's going on in your organization, get cooperation from your co-workers, solve problems and be successful in your work. However, most people don't listen very well. This course will help you to improve your ability to listen to others. You will learn the skills you need to understand what people say, read their unconscious nonverbal messages and get others to want to listen to you. You also learn how to apply these skills in a variety of business situations, such as interviews, business meetings and negotiations.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

Competency Addressed: Partnering

1. Gaining Allies, Creating Change
"If you scratch my back, I'll scratch yours." Is this an effective strategy for gaining allies to create change? How about, "If you do it my way, you'll feel better about yourself?" Finding and winning partners for the purpose of creating change is not easy in the intensely competitive and harried environment of the corporate world. It's especially difficult when you lack authority. The people whose help you need most may have no desire to help you, or if they do, they may lack the time. In either case, winning allies, partnering successfully, and creating change require unique strategies when you are not the one who is in control and this course will help you overcome that.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

2. Getting Results From the Boss
As an employee working in a subordinate role, it's up to you to learn how to get the results you desire. That means knowing how to do everything from building a relationship with your boss to dealing effectively with him when he only wants to disagree. In this course, you'll learn how to get results from your boss in a number of situations despite your lack of authority.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

3. Connect and Communicate
In this course, you will discover methods of emotionally connecting with people in ways that capture their attention and interest in you. You will be introduced to methods of building trust and rapport. You will also have the opportunity to develop critical negotiation skills in communication, such as active listening, reading body language and applying power words to your conversations. Getting what you want from dealings with others depends on your ability to effectively connect and communicate. This course will lay the foundation for your growth in these areas.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

4. Building Relationships to Get Results
You are not the boss. You've been called "peer," "esteemed colleague," "invaluable staff member," and "friend," but no one's even come close to calling you "boss." You realize you have no real authority whatsoever. However, you have much more power than you think, even if you are on the bottom rung of the corporate ladder. As Jack London said, "Life is not always a matter of being dealt a winning hand, but sometimes, of playing a poor hand well." In the corporate world, when it comes to getting results when you have no authority, it is imperative that you play your best hand. In this course, you'll learn how.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

Competency Addressed: Written Communication

1. Exploring the New Basics of Business Writing
In today's fast-paced business environment, people expect quick, decisive messages that express the purpose upfront, give the details and ask for action. You'll learn how business needs have changed business writing and how to create a writing style full of pizzazz. Finally, you'll learn how to design and produce

high-impact documents using a foolproof, three-step method; these will be documents your readers will remember.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

2. Writing Effective Business Documents
This course helps you accomplish written business communication in an effective manner. You will learn to construct clear, concise and effective memos, business letters, reports, and proposals. You will gain proven tips to help you give your notes and memos a sense of authority and urgency. You'll also learn to write letters and proposals that motivate people into action. This course will show you how to buffer bad, sad or unpopular news without clouding your message. You will develop skills to repair a message before sending it out and you will gain confidence and credibility that come with professional-level writing skills.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

3. E-Mail Etiquette: Writing Effective E-mail Messages
In this course, you will learn how to write effective e-mail messages. You will learn the differences between writing online and traditional paper-based writing, as well as how to achieve your e-mail message objectives, and how to construct effective sentences and paragraphs. You will also learn the importance of using specific words to avoid vagueness, why active voice is better than passive and how to place commas correctly.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

4. Foundations of Grammar
Understanding how to use various types of words is a building block of good writing. To be a good writer, you must have a thorough understanding of the basic parts of speech that identify and classify types of words. Then, you must be capable of applying the necessary guidelines for more complex uses of various word types. In this course, you'll complete a comprehensive study on using words correctly. You'll study everything from pronouns to possessives and you'll discover how to avoid the most common usage errors. When you've finished the course, you'll have the necessary building blocks to develop your skill as a top-notch writer.
Provider: Go Learn. Visit www.golearn.gov for access/registration information.
Method: Online
Cost: Check with provider

Useful References

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http://www.leadership.opm.gov

Trail Guide for Army's Future Civilian Leaders Army, CPOL

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http://cpol.army.mil/library/train/catalog/toc.html

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http://AcqSptCtr.army.mil/pubs/aete/default.cfm

Report on Competencies for the Federal Acquisition Workforce (December 2003), FAI
Report on the Federal Acquisition Workforce Fiscal Years 2003 and 2004 (April 2005)
Department of Command, Leadership and Management (DCLM) Strategic Leadership Primer, U.S. Army War College, 1998

A Comparison of Army Acquisition Military Officers & Civilian Leadership Training Education and Development (October 2004), Aviation & Missile Development and Engineering Center (AMRDEC)

TRADOC Regulation 351-10 (August. 2002), Institutional Leader Training and Education

TRADOC
http://www.tradoc.army.mil/tpubs/pdf/regs/r350-10.pdf

Training Policy Handbook: Authorities and Guidelines, (May 2000), OPM
http://www.opm.gov/hrd/lead/index.asp

The Army Training and Leader Development Panel Report, Phase IV (Civilian Study),
February 24, 2003
http://cpol.army.mil/library/train/102405civleaderdev.html

I am an Army Civilian – a member of the Army Team.
I am dedicated to the Army, its Soldiers and Civilians.
I will always support the mission.
I provide stability and continuity during war and peace.
I support and defend the Constitution of the United States and consider it an honor to serve the Nation and its Army.
I live the Army values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage.
I am an Army Civilian.